VANCOUVER CITY PLANNING DEPARTMENT
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ANNUAL REVIEW 1981/82

Vancouver City Planning Department - March 1982

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1. INTRODUCTION

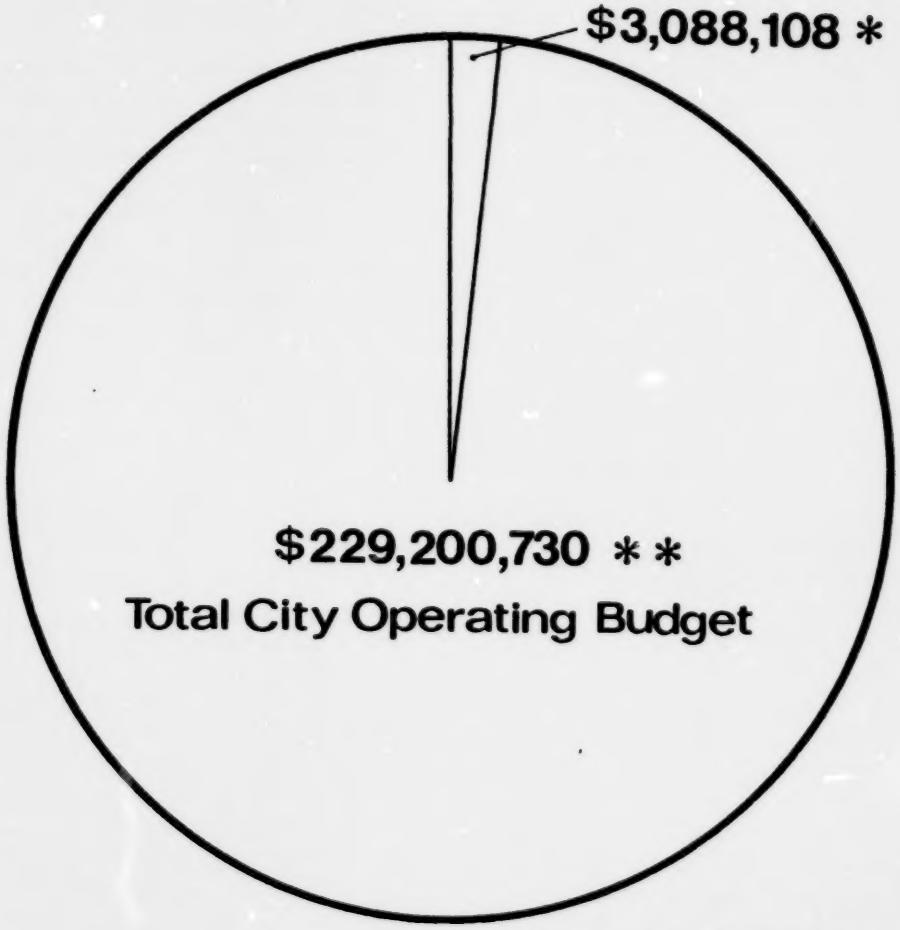
This is the ninth Annual Review of the City Planning Department. There are several purposes of this Review. They are mainly related to the proper management of the resources allocated for planning within the City as follows:

- To provide comprehensive information about the Department as an organization, including its goals, staffing allocations, work program and budget details;
- To evaluate the 1981 work program;
- To describe the issues anticipated in 1982;
- To describe a work program for 1982, allocating approved resources to the most important planning work;
- To describe other planning work of a lower priority which will not be tackled in 1982 unless priorities are altered;
- To provide the background for our annual presentation to City Council, seeking direction on the major components and thrusts of our work in 1982, and obtaining approval for the work program.

THE HELP WE RECEIVE

Most of the work of the Department can only be achieved successfully with the assistance and co-operation of the other City departments and the City Manager. Many citizens and a variety of organizations in the city also contribute to our work. Planning inevitably requires programs of co-operation. We are very aware of, and grateful for, the helpful attitude from these other individuals and groups.

Figure : Planning Department Budget in Relation to City Budget – 1981



* includes new and non-recurring furniture, equipment and strike recovery/deferred operations cost.

* * includes debt charges ($30 million)
supplementary capital ($11 million)
transfers to reserves ($10 million)

2. AN OVERVIEW OF 1981

The year 1981 has been characterized by an unusual volume of work and pressure on time. Two factors contributed to that atmosphere. The principal one was the impact of the three month work stoppage brought on by the civic strike. This caused a severe backlog in all our ongoing day-to-day work, principally affecting the processing of the applications that lead to development in this city. It also, of course, pushed back the whole of the rest of our work program.

The second factor was the surprisingly strong continuation of development pressure, particularly involving major, complicated proposals which take careful and skillful analysis and negotiation in order to achieve the high quality results sought after in this community.

These factors augmented the work in a year which we had already forecast would produce extraordinary pressures on Planning staff because of the major initiatives already commenced by the Provincial Government. A major new Convention Centre and Cruise Ship facility with a large office and a hotel was planned, as was the creation of a 60,000-seat amphitheatre. A 200-acre mixed housing, commercial and institutional complex was about to commence serious planning. Transpo '86 had been announced and 1981 seemed to be the year when a commitment to a new LRT line would be made.

Paling a little by comparison, but nonetheless of great significance for this city, planning for Shaughnessy, Grandview-Woodland, Downtown Eastside, Southlands and parts of False Creek also were to come to conclusion in 1981.

It is in this context that the Department feels pleased that it was able to undertake and complete a major component of its anticipated work program. It is a credit to staff that after the strike most people returned to work and quickly rebuilt the morale of the Department through their dedication to catching up on their work and achieving most of the previously set targets.

The Annual Review 1980/81 appeared only in draft form last year because of the civic strike. However, because we were again aiming to get the Review out by February (so it would remain a relevant annual discipline on our programming), most of the information needed in the Review was available.

Section 3 describes in detail the work which was accomplished in 1981.

Our work program in January 1981 consisted of some 163 work items. During the course of the year, some 18 items were added. Of the total 181, 99 were completed by year's end, 52 were continuing slightly delayed into 1982, while 20 had been deferred to be re-programmed as appropriate in 1982.

One hundred ninety-six reports (down from 200 last year) were submitted to Council and Standing Committees on a wide variety of topics.

Staff attended 440 public meetings after normal working hours. This is a reduction of 20 from the previous year.

There was a larger turnover of staff than normal. Approximately 20% of the staff establishment experienced real turnover, while a further 10% changed positions within the Department due to promotions and transfers.

Housing prices in Vancouver may have contributed to a difficulty in finding replacements for a number of key staff who resigned in the first quarter of the year. As a result, some important work, mostly in Core Planning and Urban Design areas, has been held up.

N.I.P.

The Neighbourhood Improvement Program deserves special mention this year. It has been a singularly positive experience in Vancouver but has terminated in 1981, closing down the program which first started in 1973. Since that time some eight programs, covering some 4,000 acres of treaty, have been carried out, $13 Mil City moneys have been expended on a wide variety of programs varying from Kitsilano to Kensington. Some one hundred thousand people have been directly or indirectly affected by the improvements carried out in their neighbourhoods.

1981 RESULTS

The three month work hiatus affected our results in two ways. The most noticeable effect occurred in the backlog caused in development permit work. That was dealt with with only minor compromises on quality as major amounts of overtime were authorized, and by year's end, the backlog was removed. Much credit goes to the staff involved who persisted with good humour under particularly trying circumstances.

The delays and disruption caused to progressive planning work however, are a much more serious loss, even though they are probably less noticeable. City work on the important planning initiatives in B. C. Place and LRT inevitably slowed down, while the Province continued to press ahead with its own initiatives.

B.C. PLACE

While Planning staff struggled to keep up with the B. C. Place Development Corporation, the amphitheatre, symbolically, has steadily risen as testament to the urgent need for planning its traffic and development implications.

Because of the strike, we were unable to advance those programs which we wished to be given more attention, such as the study of other alternatives. Another example was the delay caused in setting up a valid public communications process. The effect of this has been to shorten the period of time for planning which was already seriously curtailed by the Provincial decision to have the Amphitheatre open in 1983.

Civic staff, in light of these time constraints and the uncertainty of undeveloped public opinion on the matter, have done well in organizing the formation of the Citizens' Committee, attending numerous meetings and putting together a number

of basic land use and road alternatives which are presently being studied with a view to assisting City Council to reach decisions in early 1982.

A.L.R.T.

During 1981, the Province also decided to start construction of an automated light rapid transit system through the city and region. In the absence of close co-operation between the Province, Region and Municipalities, the Province has now signed building agreements with extremely tight and inflexible costs and schedules for construction.

In the latter part of 1981, a major controversy concerning the alternatives for the line as it passes through Commercial Drive led City Council to approve an underground alignment. The Province responded that the extra cost would have to be borne directly by City taxpayers.

In order to accommodate the many issues that will emerge as the system is built, including planning around stations and in adjacent neighbourhoods, City Council approved a budget for the needed planning work.

As this staff group is put together, we notice that every delay of a week, caused for whatever reason, in the agreement between the Province and the Urban Transit Authority, costs the taxpayers a million dollars. This necessarily forecloses much public discussion of other alternatives and the unravelling of complex urban issues.

CONVENTION CENTRE

The actual outcome of possibly building a Convention Centre in the city is still to be determined. It appeared, however, in December that the Pier B-C proposal, after many years of very complicated negotiations, had collapsed. This clears the air for everyone, allowing them another opportunity to carry out a positive, informed and co-operative venture of planning in 1982. Here we could see a partnership of government agencies and owners working together to co-ordinate their goals and abilities in order to create a really high quality and relevant waterfront.

ZONING

During the period 1973 to 1976, Planning staff worked very hard within the community and with other agencies and departments to review and update significant sections of the City's Zoning By-laws. The goals in those days were to make the process more open and public, to emphasize quality in the environment, to allow each site to develop to its very best potential, to broaden the base for decision making, including citizens' and to encourage negotiation. The key word was "neighbourliness." We believe this has been successfully achieved in the subsequent years. The Department published a small pamphlet of examples of some of the results of this new process, entitled 8 Years After, which was given wide distribution at the end of the year.

HOUSING

As the housing situation seems to get worse in the city, more attention is paid to the subject. While this seems to be a cyclical problem, we realized, early in 1981, that the emphasis being given by the public and City Council demanded more input from us, and the Housing Planner has consequently spent all available time assisting Council in these important considerations. Demolition Control, bonus formulae, raising densities and meeting with the public in various forms have consumed much of our time. As 1982 arrives, much progress has been made both in making decisions about the housing potential of the City's own lands and, shortly to emerge, a growing determination to address the question of raising densities to allow more units to be created in the most desired location in the region.

INTERGOVERNMENTAL RELATIONS

In last year's Annual Review we wrote "Our experience in 1980 would show that more attention should be given in 1981 to improving intergovernmental relations in planning."

The sentence is again appropriate this year, for 1981 really showed little improvement in this area. Clearly, at the senior staff level, we ourselves should do more to help and this must emerge as one of the targets for 1982.

The Land Use Act was presented as a Bill in December 1981 and, while showing some response to comments we and others made a year ago when the Planning Act was proposed, it has generated a considerable amount of concern from the municipalities and the GVRD, including the City. Hopefully, there will be fruitful meetings in early 1982 to resolve differences.

THE CITY PLAN

Good progress has been made by the Department in reaching the goals it set itself in its first Annual Review in 1973/74. One major goal, however, is particularly elusive. This concerns the production of a plan for the City.

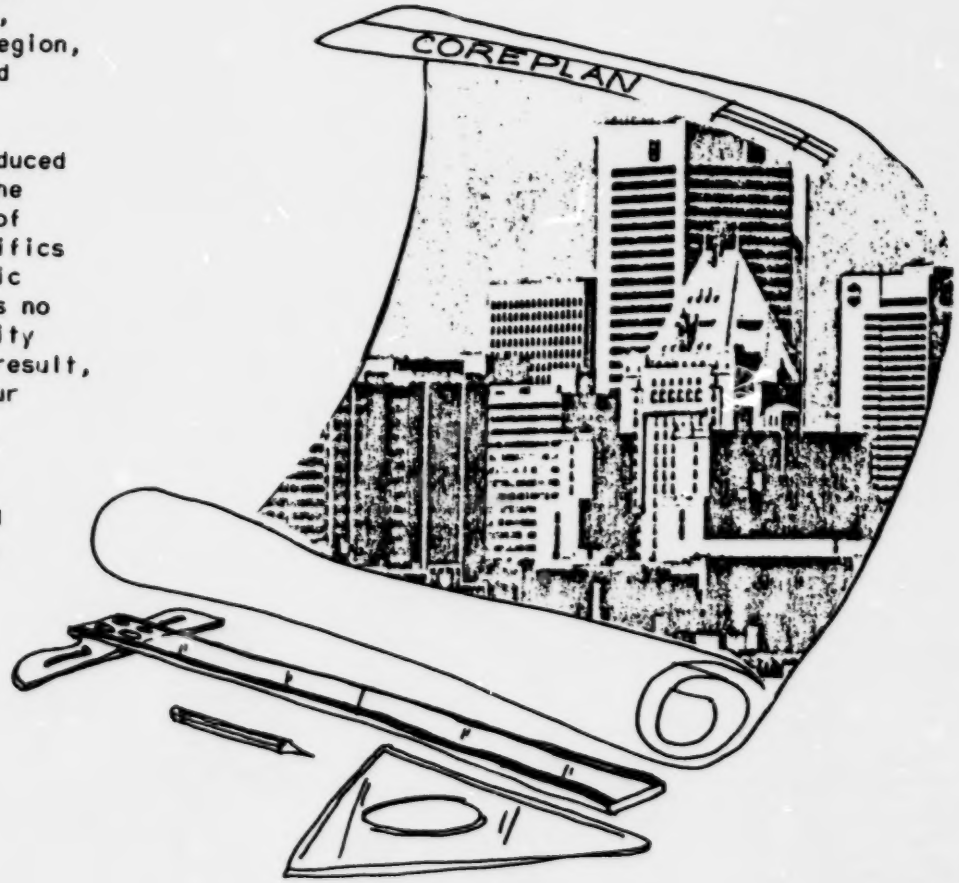
A City Plan is of little use if it cannot be implemented. If it does not understand and accommodate the objectives of its citizens, if it is too specific and inflexible, it is irrelevant to lots of people and becomes increasingly out of date as time passes and unforecastable changes occur in the city and its people's values.

Hence, the creation of a plan has to be done carefully, developing a basis of support, a knowledgeable community, clearly agreed objectives and a broadening of authorship beyond the professional planner. Without these basic understandings, we believe any plan would be, at best, unhelpful--at worst, a hindrance.

Despite difficulties in obtaining key staff, the small Coreplan group has made excellent progress in 1981. By year's end, the group had produced a well described concept for a strategic plan for Vancouver. It concentrates on the core, acknowledging its central position in the region, but suggests approaches which will be needed throughout the city.

It is not like most previous City Plans produced here or elsewhere. We believe it tackles the real issues of planning so that the finery of legal and detailed argument and zoning specifics do not disguise debate about the really basic issues which we must face. We believe it is no longer possible to carry on changing this city without acknowledging what it is that will result, and, if we don't like that, then changing our actions to obtain the results the community really wants.

This process will be presented in a detailed report to Council for support in early 1982.



3. EVALUATION OF 1981 WORK PROGRAM

This section contains the detailed evaluation of the Department's 1981 work program by Division.

In 1981, the Department was organized into five Divisions as in previous years with the exception that at mid-year, the Urban Design Group was separated from the Overall Planning Division and established as a separate group headed by the Urban Designer and reporting to the Director of Planning. The 1981 Planning Department organization is illustrated in Figure 2 on page 10.

On the following page, Figure 3 illustrates the total 1981 Planning Department operating budget as of year-end. Divisional portions of the budget are shown in both dollars and percentages. The Urban Design Group is not shown separately on this chart since for budget purposes, it remained part of the Overall Planning Division until 1982. The category "Strike Recovery/ Deferred Operations" refers to the budget amount approved at the June 1981 Budget Review to provide for various specific programs and operations that would normally have been done during the three-month civic strike.

On the following pages of this section, each Division has provided an evaluation of its 1981 work program including a chart showing the work program as projected at the beginning of the year.

Each work program item is coded with a symbol indicating the year-end status of the item as well as the actual cost.

The actual cost figures are based on 1981 salary rates and data generated by the Services Division's Time Sheet/Job Costing Program. Unfortunately, due to the civic strike, cost estimate figures are not available for comparison.

Figure 2: 1981 Planning Department Organization

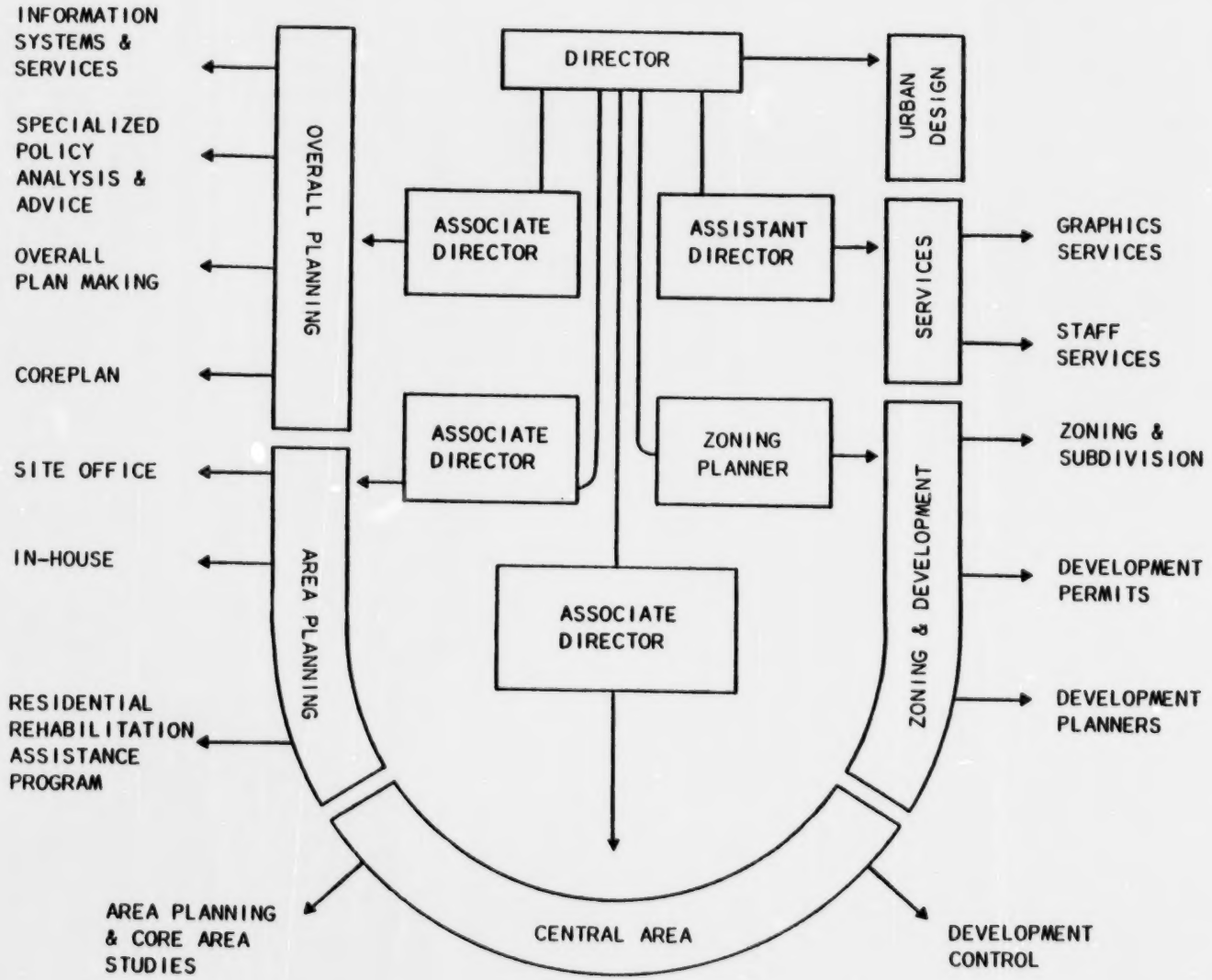
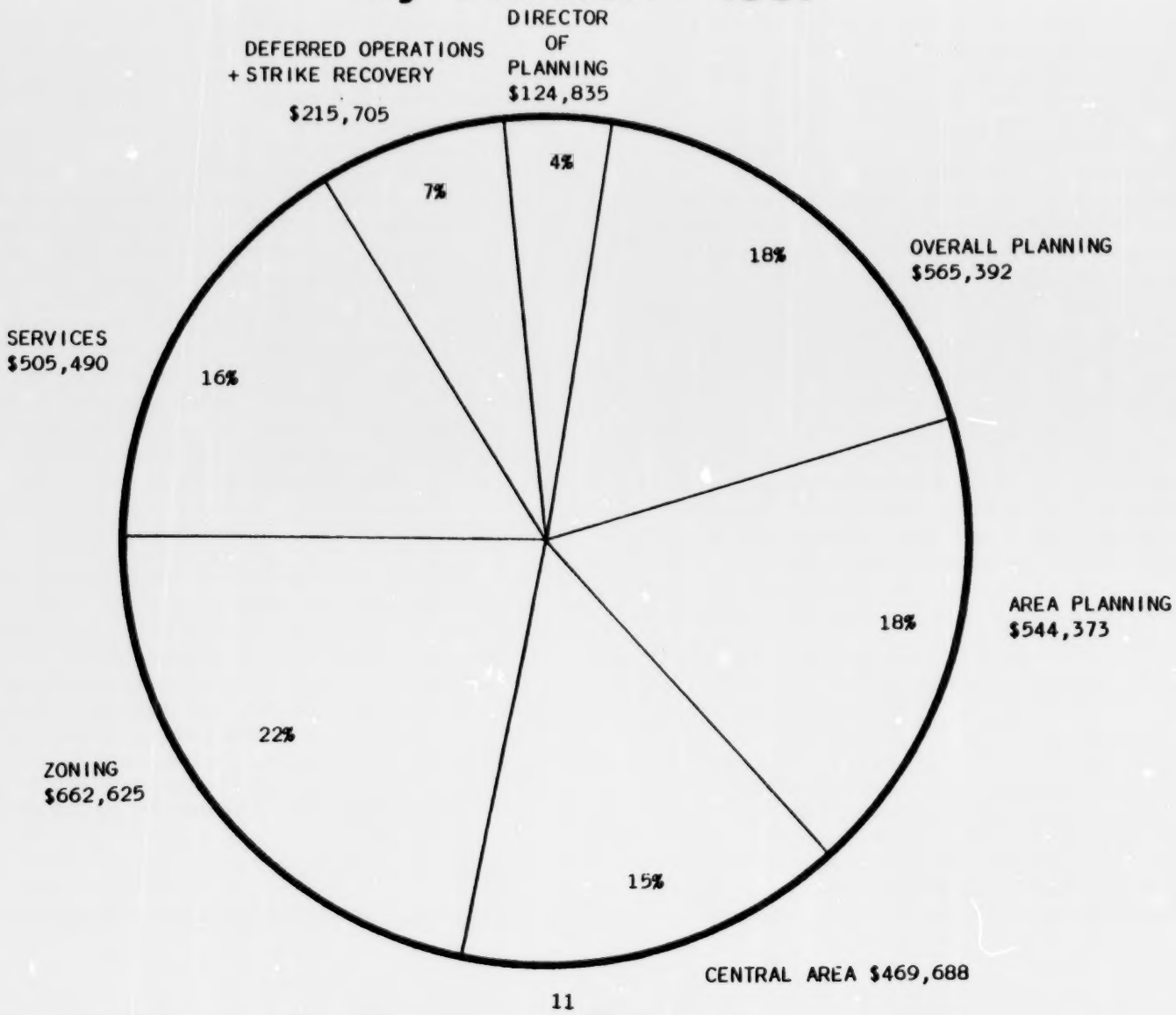


Figure 3: Planning Department Budget $3,088,108 by Division - 1981



3.1 Overall Planning

The Overall Planning work program, as proposed in the 1980/81 Annual Review, included 15 major work program items. An additional five items were added during the course of the year as high priority work. Our progress on each of these items is indicated in the table immediately following this text. Substantial progress has been made on all but one of the 20 significant work items in our 1981 revised program. Fourteen have been completed or nearly completed relative to our 1981 objectives. Five items, while well under way, have fallen significantly short of our expectations for the year. Missed expectations are largely attributable to the strike and to lengthy vacancies in critical staff positions.

As in previous years, the Overall Planning work program continues to be a diverse one, ranging from very routine--but important--daily service activities to highly unique and complex policy analysis. The varied flavour of our work and accomplishments is illustrated by the following outline of 1981 highlights.

Information Systems and Services

Information Requests

The Division is responsible for handling most of the requests the Planning Department receives for general information on the city, its population, and its development. We also handle the sale and distribution of all Department publications except by-laws. This is facilitated through the quarterly production of a consolidated Planning Department publication list, which in 1981 for the first time included all available plans, policies, and guidelines (both approved and pending).

A special kind of information request originates from elsewhere in the Planning Department and the City organization. This is for various computer services, ranging from the preparation of mailing lists to the statistical analysis of survey results. In 1981, in addition to the usual mailing lists for various area planning programs and public meetings, special mailings were prepared for the RRAP program, using dwelling unit characteristics from the property data base. Statistical work was done for the Hastings-Sunrise Parking Survey and for the City Manager's Complaint Study.

Quarterly Review

The Division takes principal responsibility for writing and editing this periodical, which highlights trends and events affecting planning in Vancouver and communicates emerging issues to the Vancouver public. In 1981, the regular publication schedule was set back by the civic strike. Nevertheless the regular output of four issues was produced, although a bit late. The 1981 Quarterly Reviews featured regular reports on findings emerging from the Coreplan effort.

Information Resources

The Division is responsible for the maintenance

of most of the basic data and information which the Department relies upon in its work. Again in 1981, as in previous years, the Division performed an annual update of land use information, recording all development, subdivision, and other changes in large-scale maps for frequent reference. This same information is now also recorded and maintained in computer-readable form on the Current Development File (CDF). The CDF was an innovation, begun in 1980 and now updated annually, to facilitate the area analysis of land-use and development change. It has been used in the Coreplan effort, for various area planning studies, and for university research on the city. At least one journal article has already been published utilizing this data.

During 1980, improvements were also made to the commercial and industrial floor space file, permitting its use in the estimation of core employment. Further improvements in this file are necessary to increase confidence in its application and to make it more widely usable for planning analysis. There was, however, no time to do this in 1981.

Other generally used data files were also updated during 1981 as a regular habit. But the development potential file, first created in 1980 was neither updated nor properly documented in 1981, owing to a lack of time and staff resources. We had hoped in 1981 to begin a regular report of significant information from our annual data updates. This, too, was precluded by the three-and-one-half month labour disruption.
Council approved a computerized development permit and information system early in 1981 and division staff have been assisting in the implementation of this important innovation. However, the implementation schedule has had to be significantly adjusted due to the complexity of some permit processes.

A common and standardized format for the documentation of Planning Department data files and computer programs was designed this year. This should greatly facilitate the complete documentation of our data resources during 1982. This is absolutely essential if our data investments are to enjoy efficient and productive use.

A special information resource is the Planning Department library, which is maintained by the Overall Planning Division. This resource is vital in ensuring that planners and other City Hall professionals have ready access to basic references necessary for their work and that planning activity in Vancouver benefits from the documented experience of other cities.

Specialized Policy Analysis and Advice

Transportation Planning

The Transportation Planner position was vacant throughout the entire year of 1981, so our ability to provide general transportation planning advice was nearly non-existent. However, we did prepare a work program and staffing proposal for planning work in response to the ALRT investment decision. This proposal received Council endorsement in

December of 1981 and staffing is currently underway. Pending approval of the comprehensive work program, staff initiated work with the UTA on a variety of transit-related decisions, including the Burrard and Dunsmuir station, the B. C. Place station, Main and Terminal and the Terminal Avenue alignment, and Commercial Drive. In 1982, the responsibility for co-ordinating transit-related planning will pass to the Area Planning Division.

The only other substantive transportation work completed in 1981 related to the Vancouver International Airport. Two reports on the airport planning process were prepared for Council's consideration.

Housing Planning

In 1981, the day-to-day responsibilities for administering the City's social housing program were transferred to the Social Planning Department. However, Council's initiatives in housing, through its Housing Task Force, led to a heavy commitment of Overall Planning resources for housing policy research and analysis. These resources were diverted from the Coreplan program.

In addition to assisting the Social Planning Department in its new role, Overall Planning staff concentrated on two general housing policy issues: (1) the provision of affordable housing through the private sector; and (2) the increase of city housing stock through changes in residential density. The investigation of private sector initiatives for affordable housing will culminate in a Council report early in 1982. The housing density work, begun with a discussion paper for the Vancouver City Planning Commission workshop in the spring, will continue well into 1982 and perhaps beyond. Opportunities for density increases need to be discussed in some detail with the communities involved and need to be related to an overall strategy for city growth, coming out of the Coreplan work.

Housing work in 1982 also included input to housing reports prepared by other divisions and other City departments, the co-ordination of a national conference of Municipal non-profit housing corporations, work on the B. C. Place housing study, and the drafting of several house-related speeches for the Mayor. Housing staff have also participated in the preparation of several specialized data bases, in anticipation of the density analysis which will need to take place in 1982.

Economic Development Planning

The year 1981 saw us reach agreement with the Vancouver Economic Advisory Council and with other outside organizations on the principles of our approach to a new industrial strategy for Vancouver, including comprehensive zoning amendments. However, the specifics of our proposal need to be fine tuned in consultation with those responsible for administering the Zoning and Development By-law. As 1981 has been particularly busy for that group and as we had substantial other work to occupy our time as well, this fine

tuning has not proceeded at the pace anticipated earlier in the year. We hope to have an implementation plan ready for Council's review during the first half of 1982.

As is usual, advice on a number of economic development proposals across the city was provided in 1981. Areas of particular concentration included the Region's proposals for an economic development agency, the Fraser River Estuary Study being undertaken by the Federal and Provincial Ministries of Environment, and the Port master plan being prepared by the National Harbours Board. Staff have been involved in some of the early stages of the Vancouver Economic Advisory Commission's preparation of an economic strategy for Vancouver and hope in 1982 to achieve a program which integrates this work with the earlier Goals for Vancouver efforts and the emerging Coreplan directions.

Regional Planning Participation

The Overall Planning Division maintains the Department's chief liaison with planning conducted by the Greater Vancouver Regional District (GVRD). As in previous years, a great deal of this occurred through the mechanism of the GVRD Technical Planning Committee. However, in 1981 a much more direct and regular channel of communication was established to co-ordinate the work undertaken as part of the Livable Region Program review with the City's Coreplan effort. A joint City and Regional presentation was made to the Planning and Development Committee.

Other work of regional significance included a staff recommendation on the proposed regional roads network component of the Official Regional Plan and a preliminary analysis of the new Provincial Land Use Act. The latter is quite consequential and will require additional work in 1982.

Energy Planning

Early in the year, Council approved a Planning Department proposal to join the Federal and Provincial Governments in the development of a neighbourhood energy planning program. Consultants have now been engaged by the British Columbia Ministry of Energy, Mines, and Petroleum Resources and a detailed program design is being prepared.

Preliminary work is under way on refining and elaborating the City's energy strategy, as first outlined by this Division in 1979. This program will accelerate in 1982 with several new energy initiatives anticipated.

Demographic Analysis

The Division is the city's principal source of current population information, so again in 1981 we compiled our annual estimate of the city's population. There is, however, a growing discrepancy between our estimates and those of the

Provincial Government and the GVRD. This is beginning to have some implications for revenue sharing. To resolve the discrepancy, we participated in a study early in 1981 comparing the three methodologies employed. We have now engaged a consultant to suggest mechanisms for improving our methodology and for achieving comparability among the various estimation techniques. Results of this work are expected early in 1982.

The 1981 Census was conducted in June, and we have been assisting Statistics Canada in preparing for the analysis of Census results. Detailed information on the city has been prepared and shipped off to Ottawa.

The Planning Department has also been asked to assist Council in defining potential ward boundaries in anticipation of a possible 1982 Charter amendment. Several areal analyses have been completed, and these were consolidated for a Council workshop early in 1982. That workshop resulted in the scheduling of five public meetings in February in March at which the Planning Department analyses were discussed.

Corporate Planning

Early in 1981, an interdepartmental futures group established by the City manager and chaired by a representative of this Division, completed its initial review of a strategy for improving the manner in which the City can respond to future change. This strategy now needs to be written up in a report to City department heads. However, the pressures of other work have prevented staff from commencing the report draft. We hope to allocate a block of time early in 1982 so that this important work can be made more widely available.

Council has decided to pursue a 1982-86 Centennial Capital Plan. Earlier Planning Department initiatives greatly influenced the Finance Department proposal for a new capital planning process. A Planning Department task force, chaired by this Division, is now initiating an important component of this process, the articulation of a civic development strategy to which the Capital Plan should respond. This will continue as a major work item into early 1982.

Coreplan

The preparation of a new City Plan, responding to change in the Vancouver core was the most ambitious portion of the 1981 Overall Planning program. Unfortunately, it has also been that portion of our program which has been most plagued by staff diversions to other projects, disruptions caused by the strike, staff attrition, and lengthy staff vacancies. In spite of these difficulties, substantial work has been completed.

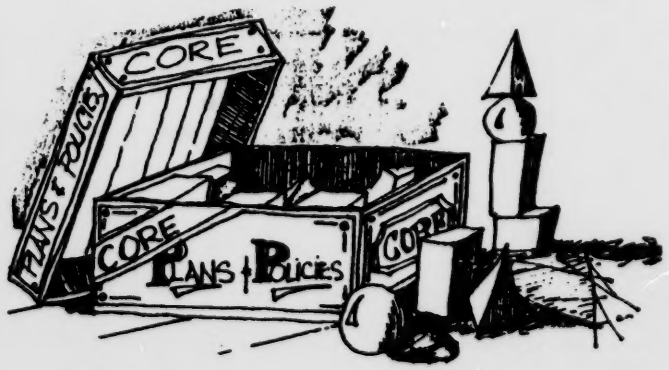
Utilizing updated data bases on commercial and housing development, new information on core employment, transportation model results, and a new

assessment of change in core amenity, a trend projection of core change has been prepared for the soon-to-be-released information booklet, Core Trends and Choices. This booklet will also contain an evaluation of probable change against Goals for Vancouver and a discussion section on planned alternatives to trend change.

The Core Trends and Choices booklet will be accompanied by an interim plan for core change. This plan, now in draft form, will be modified in discussion with the Planning and Development Committee early in 1982 and, with our trends and alternatives analysis, will become the basis for an intensive public consultation program, aimed at soliciting ideas for core change and beginning to resolve some of the many outstanding issues concerning that change. This discussion will also benefit from an analysis of core planning in other major North American cities, which we completed in 1981. The experience of other cities can be compared to Vancouver's own experience, which now has been documented and which provides the basis for an implied overall plan for the core.

Throughout 1981, Coreplan findings have been continually reported as they emerged in the Quarterly Review, through informal presentations to Council, in presentations to several community organizations, and by the local news media. Coreplan staff have provided material and assistance to those involved in specific decisions affecting core change; in particular, B. C. Place, ALRT, and Central Area project planning. A Coreplan consultant study on the goods movement and industrial displacement implications of redevelopment in the False Creek Basin is proving consequential for rail relocation initiatives being undertaken by B. C. Place and the ALRT project.

While the Coreplan has not met our expectations for 1981, we are gratified to see a growing appreciation of the relationship between core change and other aspects of city life. An understanding of the connections amongst core employment growth, city housing, and regional transportation systems will facilitate the continued articulation of a City development strategy over the next year.



1981 EVALUATION

OVERALL PLANNING

KEY: ● Complete ◒ In Progress ○ Not Started

NUMBER	PROGRAMMED WORK ITEMS	STATUS	EST. COST	ACTUAL COST
	INFORMATION SYSTEMS AND SERVICES			
10006	1. Answer information requests and distribute planning reports.	●		15,600
80002	2. Write, publish, and distribute four issues of the Quarterly Review.	●		24,200
80004	3. Maintain and update data bases and documentation.	◒		16,900
80005	4. Maintain and improve Planning Department Library.	●		12,800
80006	5. Supervise creation of a development information system.	◒		4,000
	SPECIALIZED POLICY ANALYSIS AND ADVICE			
80008	6. Provide miscellaneous transportation advice. (Does not include transportation advice for items listed elsewhere in this work program).	◒		1,900
80009	7. Implement and monitor housing policy resulting from 1979 report.	●		10,500
80010	8. Provide miscellaneous advice on housing proposals and issues.	●		10,100
80011	9. Provide population information and demographic analysis.	●		4,200
80012	10. Implement industrial zoning amendments.	◒		8,400
80013	11. Provide miscellaneous advice on economic development proposals and issues.	●		4,100
80014	12. Expand community initiatives for energy conservation.	●		1,200
80017	13. Represent the City in regional planning matters (including GVRD Technical Planning Committee).	●		200
80019	14. Participate in inter-departmental Futures Group.	◒		2,200
	COREPLAN			
80020	15. Prepare the Corepian.	◒		116,300
		SUBTOTAL		232,600

NUMBER	UNPROGRAMMED WORK ITEMS	STATUS	EST. COST	ACTUAL COST
81146	16. Assist in identification of ward bounderies.	●		200
82064	17. Assist emerging affordable housing initiatives.	●		300
82065	18. Identify and pursue opportunities for increasing housing density.	●		800
82066	19. Prepare a program for land-use and development plans following from LRT decision.	●		500
82067	20. Further assist improvement of capital planning and budgeting.	●		1,100
		SUBTOTAL		2,900

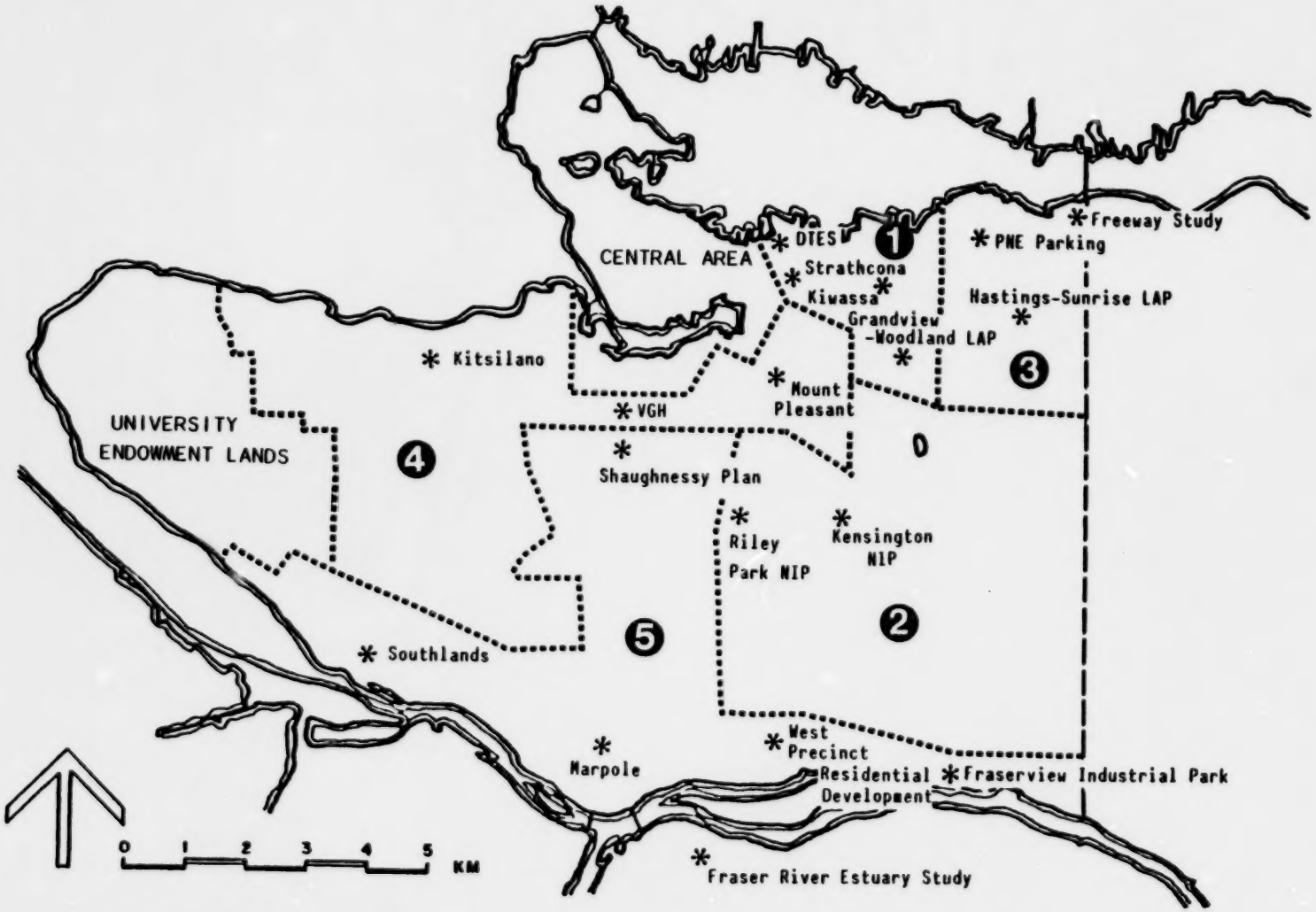
1981 EVALUATION continued

KEY: ● Complete ◒ In Progress ○ Not Started

NUMBER	PROGRAMMED WORK ITEMS	STATUS	EST COST	ACTUAL COST
	URBAN DESIGN			
80015	1. Service the Urban Design panel (includes meetings, preparations, enquiries and negotiations).	●		22,300
80181	2. Provide miscellaneous urban design advice (does not include urban design advice for items listed elsewhere in this work program).	◒		7,000
80015	3. Represent the Director of Planning on Urban Design panel.	●		22,300
80121	4. Assist Zoning Division in development permit application processing (mid-May to mid-September).	●		10,642
	5. Participate in developing terms of reference for Central Area Division Urban Design Consultant Studies:	●		5,100
81020	I. Georgia-Robson Corridor			
80179	II. South Downtown			
86091	III. South Granville Island			
	6. Urban Design Co-ordination of Central Area Urban Design Consultant Studies as identified in item 5.	◒		17,200
		SUBTOTAL		84,542
		TOTAL		320,042

NUMBER		STATUS	EST COST	ACTUAL COST
		TOTAL		

Figure 4: Area Planning Program 1981



3.2 Area Planning

The year 1981 has been a time of change and of setting new directions for the Division. In addition to making real progress on ongoing program commitments, the Division has effectively closed the books on the Neighbourhood Improvement Program (NIP) and has initiated new Local Area Planning (LAP) programs to address pressing problems in Mt. Pleasant and communities near the (ALRT) rapid transit line.

The Division started the year with 42 work program items and added 12 during the year. Despite the three-month work stoppage, of the total of 54 items, 33 were completed, 17 were in progress and four were not started by the end of the year.

The eight Neighbourhood Improvement Programs in Kitsilano, Cedar Cottage, Mt. Pleasant, Downtown Eastside, Kensington, Kiwassa, Riley Park and Grandview-Woodland effectively came to an end at the close of 1981, both in terms of project implementation and cost-shared staffing. While some follow-up on project completion and monitoring of budget close-outs will continue in 1982, this will require minimum administration and will be handled by regular staff and one temporary staff hired for a two-month period.

NIP has had a major impact on Vancouver, not only because it improved the city's neighbourhoods, but also because it gave credibility, through its success, to the philosophy that conservation, revitalization and rehabilitation of fairly stable neighbourhoods was more successful than large-scale redevelopment or benign neglect. NIP also reinforced City Council's ongoing commitment to public participation by enlisting the co-operation of local residents in making community decisions that would affect them.

Of course, the specifications of NIP, as designated by the Federal Government, were not flexible enough to meet the dilemmas of some of Vancouver's neighbourhood areas experiencing the greatest pressure for change but unable to satisfy the NIP eligibility criteria of income, service deficiencies, or housing in need of repair. Such areas have been without the capital funding advantages of NIP and have required separate planning commitments through LAP. Yet, in an indirect way, NIP assisted even these neighbourhoods by providing planning and citizen participation models which can be employed effectively in most neighbourhoods of the city.

With lessening NIP support, LAP expenditures have increased in 1981. City Council committed itself to the retention and extension of five staff for both the Grandview-Woodland and Hastings-Sunrise LAP Programs, recognizing the results achieved to date and the amount of work remaining to be done. Council also approved a new "Integrated LAP Program" for the eastern-central part of the city with specific staffing for Mt. Pleasant, Kingsway East and ALRT station area planning (as part of the City's broad response to ALRT). As well, a co-operative planning program for Exhibition Park (PNE grounds) was approved in principle. These program commitments have set the stage for responsive planning around pressing issues in 1982.

Meanwhile, good progress has been made in 1981 in funding projects developed by previous LAP programs. Such money, in contrast to NIP programs, must come from the normal City budget and is not usually cost-shareable. Yet, in 1981, through the advocacy of the Division, substantial sums were earmarked to meet the needs emanating from LAP in Marpole, Downtown Eastside and Hastings-Sunrise. Indeed, 1981 appeared to be a turning point in the City's commitment to funding for LAP works. As part of the 1982 Supplementary and Centennial Capital budgeting dialogue, a rational methodology should be devised to provide adequate money to implement LAP within the capital constraints of the City.

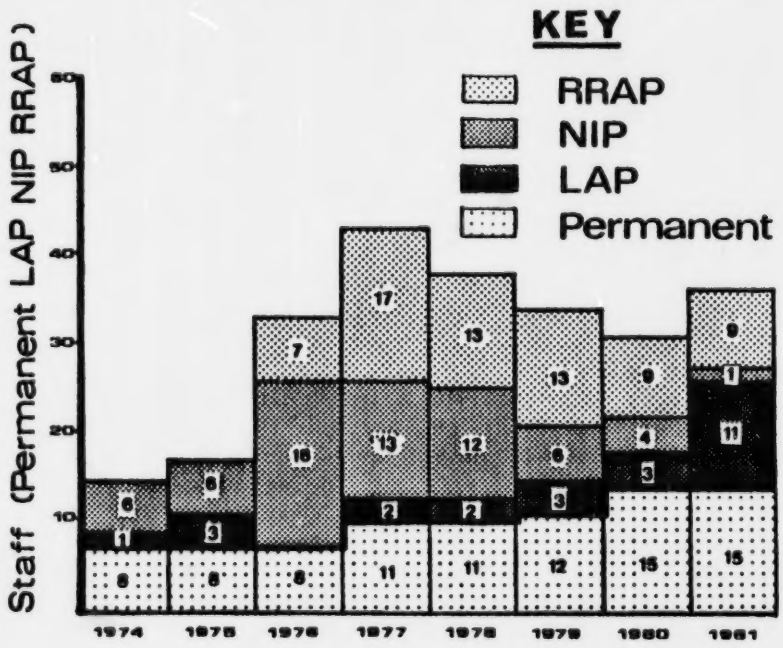
Staffing levels since 1974, as illustrated in the graph on this page, have reflected the changing circumstances of NIP and LAP. NIP staffing (cost-shared with a 25% City contribution) peaked in 1977 with 18 people and has decreased each year since. LAP staffing has remained relatively constant since 1977 but rose sharply at the end of 1981 with approval of the "Integrated LAP Program" to respond to ALRT planning pressures.

The graph also illustrates RRAP staffing which has employed up to 18 people but is now being maintained at 13 people until the end of 1983.

Of the Division's current total of 37½ staff, 15 are permanent (including four RRAP staff) and the balance of 21 are temporary for varying tenures. While this trend of hiring temporary staff for a limited time appears fiscally wise at first glance, the real cost of this system needs to be evaluated. Factors which need to be considered are difficulty of recruiting, interrupted continuity, lack of individual job security, and constant orientation-training.

Staff costs in 1981 for 32½ staff (10 professional, 12 technical, and 10½ support) amounted to $651,000.

AREA PLANNING STAFF CHART (1974-1981)



As NIP concludes, we intend to do a professional evaluation of the individual programs since these will continue to influence our planning approach in coming years. We should review the extent and types of neighbourhood improvements that have been generated, the effects on the quality of local government and the nature of spin-off benefits and costs of NIP.

The Division is generally satisfied that (with the exception of the period of the civic strike) a professional service of ongoing advice to other planners and the public as well as timely action on specific issues has been provided in 1982. This year also saw implementation of our re-organization into a flexible system of sector teams that ensured coverage and monitoring to all parts of the city while maintaining our ability to become intimately involved in those areas most in need.

Refer to 1981 Area Planning Sector Map, Figure 4, page 20.

The results of the Division's work can be summarized as follows:

Developing Plans

Community plans for the Downtown Eastside, Shaughnessy and Grandview-Woodland (Part 2 - Commercial Drive) were approved by City Council. New zoning by-laws were prepared and public hearings held. By-laws were approved and enacted for the Downtown Eastside and Grandview-Woodland.

The Grandview-Woodland (Part 3 - Apartment Area) plan unfortunately was not accomplished. The assignment of staff to a larger area (including Downtown Eastside, Strathcona and Kiwassa), with the objective of completing NIP and other projects, coupled with the unavailability of staff for three months, delayed this initiative.

Priorities for upcoming LAP were thoroughly analyzed in 1981. As a result, City Council, in June and December, approved the Integrated LAP program, first for Mount Pleasant and then for ALRT station areas in Kingsway East. An Exhibition Park planning program was approved for initiation in 1982 after consultation with the principally affected parties.

Implementing Plans

NIP projects in Kensington, Riley Park, Downtown Eastside, Kiwassa and Kitsilano were approved and financed by Council and were under construction in 1981. They included:

- Delamont Park - Kitsilano
- Neighbourhood House - Library - Riley Park
- Gymnasium - Kensington
- Templeton Pool Addition - Grandview-Woodland
- Commercial Street Beautification - Grandview-Woodland
- Powell Street Beautification - Downtown Eastside

All of these except the Powell Street Beautification are nearing completion.

Council also approved Supplementary Capital for the following projects in the Marpole LAP area:

- Granville Street Beautification
- Marpole Place
- Marpole Oakridge Community Centre Improvements

Some work on design is progressing but major implementation of these projects will occur in 1982 and 1983.

Projects

Of the many projects undertaken in 1981, several particularly dominated our work.

Consultants for the $110,000 Freeway-Bridge Linkage Study in Hastings-Sunrise were finally selected by Provincial, City and community representatives. Work will get under way shortly. A variety of remedial measures for Cassiar Street traffic pending the construction of the freeway linkage were studied and reported to Council by Engineering and Planning staff. Council adopted many measures and is still considering others. Ways to cut through traffic from Cambridge and Skeena Streets has taken much study including a neighbourhood poll.

The long awaited review of the Resident Permit Parking (RPP) system around Exhibition Park was completed and will be considered by Council in January, 1982.

The VGH parkade was approved and construction begun. The project includes a new public park facing Willow and makes provision for future social housing along 13th Avenue.
The issue of "thin" houses on existing narrow lots in RS-1 Districts was reviewed in detail in the year. The location and number of all narrow lots were surveyed and options prepared for Committee consideration. Because of Law Department concerns with respect to some of the options, the report on this issue is being revised.

Activity in Southlands continues to unfold slowly and to be monitored. A consultant study funded by the "Save The Angus Lands" (STAL) society is under way which will be considered in early 1982 along with the pending rezoning application by Southwest Marine Estates.

A very important task in 1981 was the development of a study design to deal with the city's residential conversion areas. Council approved a work program and resources necessary to evaluate zoning alternatives in the inner city to accommodate growth while addressing issues such as affordability and stability.

City Lands and Housing

Staff of the Division continue to provide advice to the Property Endowment Fund Board on specific property matters and on general philosophy and directions.

The Division regularly advises citizens and other staff about planning issues for City lands. Fifteen formal enquiries relating to 75 City-owned properties were processed in 1981.

The use of City lands for social housing has come to the fore in 1981 and our work has increased accordingly. Some activities, such as the development of City housing sites, has been shared with the Social Planning Department. Nonetheless, the Area Planning Division continues to advise on

planning concerns and has carried a major responsibility for specific sites. Our report on the 5th and Carolina lands resulted in calling for proposals for families and seniors' housing. Follow-up by Social Planning led to selection of a developer for this site.

Land use issues for one of the Ash/Lord sites in Marpole were analyzed and a further report is pending. Based on our analysis of proposals for lands at 5th/7th/Kaslo, Council agreed in principle on user groups and authorized hiring a consultant to develop guidelines for a co-op, seniors' housing and a neighbourhood house in co-operation with local residents.

A major step forward in late 1981 was our report on the status of some 13 City land sites throughout the city. Council made decisions on these sites based on an analysis of issues and conditions. The West Precinct lands along Southeast Marine Drive were a major topic in this report. These lands have been pending analysis and development for some time but have been held up because of other pressing priorities. Planning and rezoning to develop substantial housing in this area will now proceed in 1982.

In Grandview-Woodland, another housing co-op project was approved using recycled NIP funds.

Very substantial time was spent in 1981 assisting cultural groups in their requests for use of City lands for facilities construction. Although rewarding, this activity has consumed more time than it should. The reason for this is that City Council has raised expectations about the availability of land at write-down prices which has attracted increasing numbers of cultural groups in search of our fast depleting land resource.

Residential Rehabilitation Assistance Program

RRAP activity, comparable to past years, has been sustained in 1981 for the nine months of regular work. During the year, 499 applications were received for the rehabilitation of 1,101 units. Of these, 313 applications have been committed for the upgrading of 485 units at a value of $1,300,000.

The involvement of RRAP staff in the Downtown Housing Program is now complete. This work included development of the inspection process, the design of a promotional brochure and participation in a public meeting to introduce the program to the affected community. RRAP staff will continue to be involved for a minimum of two years in the inspection process and financial counselling of affected building owner/operators.

Analysis of potential new RRAP areas was initiated in 1981 and an initial request for two new area designations for 1982 was approved by Council and submitted to CMHC. The survey of housing conditions for the purpose of further RRAP area designations will be completed and new areas reported to Council in 1982.

A new process was implemented in 1981 in response to the "handicapped provision" introduced this year by CMHC. Delivery under this new provision on a city-wide basis will be ongoing for an indefinite period.

AREA PLANNING

1981 EVALUATION

KEY: ● Complete ◒ In Progress ○ Not Started

NUMBER	PROGRAMMED WORK ITEMS	STATUS	EST COST	ACTUAL COST
	SECTOR I			
80036	1. Undertake various planning projects in Kitsilano.	◒		3,600
80042	2. Undertake various planning projects in Mt. Pleasant.	●		8,900
80041	3. Implement Neighbourhood Improvement Program projects in Mt. Pleasant.	●		5,100
80058	4. Prepare a housing proposal for City owned lands at 5th and Carolina.	●		3,200
	SECTOR II			
80059	5. Implement the approved Local Area Plan for Marpole.	◒		7,600
80040	6. Initiate other planning projects in the Marpole community.	◒		4,000
80043	7. Prepare a plan for Shaughnessy.	●		22,000
80168	8. Implement the Shaughnessy Plan.	◒		1,000
80044	9. Undertake planning projects in Southlands.	◒		1,400
80048	10. Provide input into the implementation of the South East Marine Lands East Precinct Plan (Fraserview Industrial Park).	●		1,400
80047	11. Prepare apian for South West Marine Lands West Precinct (residential development).	◒		1,400
80027	12. Continue to liaise on the Fraser River Estuary Study.	●		1,900
80063	13. Undertake other planning projects in the Shaughnessy Area.	●		400
80059	14. Prepare a plan for the City owned lands on Marine between Ash and Lord.	◒		2,000
	SECTOR III			
80028	15. Implementation of Neighbourhood Improvement Program projects in Grandview-Woodland.	●		2,500
80032	16. Implementation of Neighbourhood Improvement Program projects in Kiwassa.	●		1,800
80033	17. Implementation of Neighbourhood Improvement Program projects in Downtown Eastside.	◒		3,500
80025	18. Prepare Part III of Grandview-Woodland Local Area Plan (apartment areas).	◒		1,500
80028	19. Implement Parts I and II of Grandview-Woodland Local Area Plan.	◒		2,500
80177	20. Implement Local Area Plan for Downtown Eastside.	◒		11,000
80178	21. Initiate development of housing on City owned land in Kiwassa.	◒		100
80174	22. Undertake various planning projects in Strathcona.	●		1,000
	SECTOR IV			
80046	23. Plan and implement projects in Champlain Heights.	◒		2,300
80029	24. Implement Neighbourhood Improvement Program projects in Riley Park.	●		5,100
80031	25. Implement Neighbourhood Improvement Program projects in Kensington.	●		6,900
80054	26. Develop plan for City owned land in vicinity of 46th and Arlington.	◒		100
80051	27. Implement adopted plan for City owned land for 29th and Boundary land and vicinity.	●		2,200
80053	28. Recommend appropriate plan for City owned land at Grandview/Slocan (Italian Cultural Centre).	●		600
80052	29. Implement plan adopted for City owned land on Puget and Eddington Drives.	◒		500
80050	30. Prepare recommendations on enquiries from Property Endowment Fund Board.	●		4,500
	SECTOR V			
80023	31. Prepare Local Area Plan for Hastings-Sunrise.	◒		30,400
80179	32. Initiate Freeway/Cassiar/Second Narrows Bridge Connection Study and recommend action.	◒		17,200
80167	33. Analyze Pacific National Exhibition Master Plan Study.	●		6,600
80176	34. Prepare plan for City owned land at 5th and Renfrew/7th and Kaslo.	◒		2,3[illegible]
80055	35. Prepare plan for City owned land at Boundary and William (Armenian Cultural Centre).	●		1,500
80171	36. Study alternatives for a major food outlet in Hastings-Sunrise.	◒		[illegible]
			SUBTOTAL	166,[illegible]00

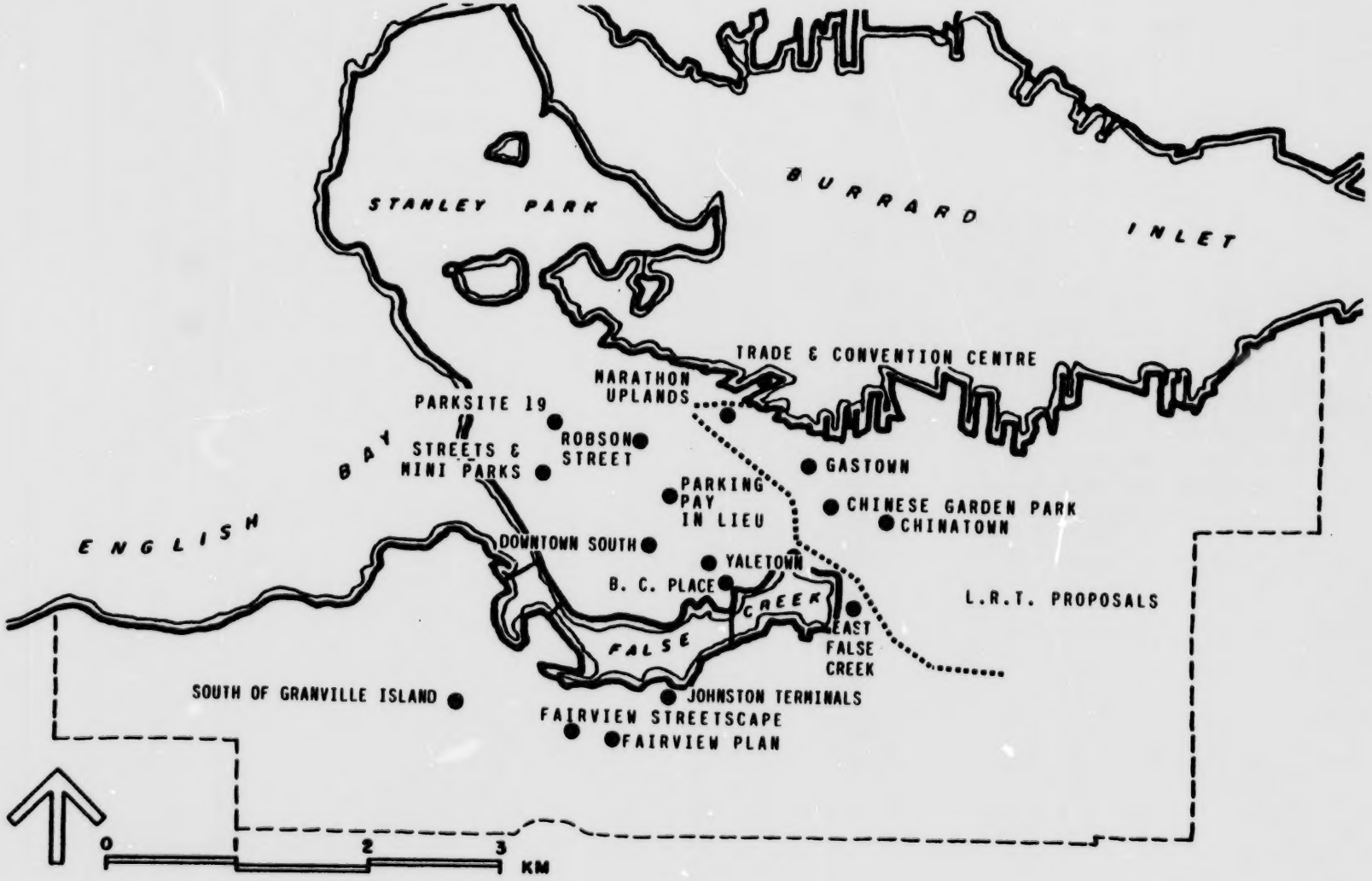
1981 EVALUATION continued

KEY: ● Complete ◒ In Progress ○ Not Started

NUMBER	PROGRAMMED WORK ITEMS	STATUS	EST COST	ACTUAL COST
	NON-SECTORIAL WORK			
80062	37. Complete survey and study of new housing in Marpole and Hastings-Sunrise.	●		700
10006	38. Answering general information enquiries from groups and individuals (not pertaining to any specific work program item).	●		24,000
	Residential Rehabilitation Assistance Program			
80066	39. Provide input into the Downtown Housing Implementation Committee.	●		2,500
80170	40. Survey housing conditions and prepare recommendations to Council on areas for future designation.	◒		2,700
80065	41. Promote and deliver the Residential Rehabilitation Assistance Program.	●		158,800
80064	42. Review of Residential Rehabilitation Assistance Program; monitor program results; assess program design and procedures; recommend improvements as required.	●		5,200
80007	43. Light Rapid Transit: Assist initial transportation and program decisions following from study.	◒		14,900
80030	44. Undertake planning projects in Riley Park.	●		3,400
80035	45. Implement NIP projects in Kitsilano.	●		4,200
80045	46. Monitor and prepare development guidelines for VGH - City Hall Precinct Area.	●		4,500
80049	47. Undertake Local Area Planning review.	●		300
80061	48. Prepare policy for residential development on narrow lots.	●		8,900
80099	49. Input into rezoning and Development Permit Applications	●		57,600
80155	50. Assess rezoning proposal for Our Lady of Fatima Portuguese Church.	●		1,200
81112	51. Prepare development guidelines for VGH parkade.	●		1,800
80166	52. Review RT-2/RT-2A District Schedules.	◒		7,200
		SUBTOTAL		297,900

NUMBER	UNPROGRAMMED WORK ITEMS	STATUS	EST COST	ACTUAL COST
	53. Community input analysis and planning adjacent to the east LRT corridor.	○		
	54. Fraser River Development Plan.	○		
	55. East Harbour (develop city portion and plan for harbour).	○		
	56. Review Plan for the area bounded by Cassiar, Adanac, Boundary and Charles.	○		
	57. Initiate a Local Area Planning program for the Southlands.	○		
82100	58. Initiate a Local Area Planning program for Kingsway East (includes both sides of Kingsway and portions of Killarney and Renfrew/Collingwood communities).	●		-*
82101	59. Initiate a Local Area Planning program for Mt. Pleasant (total Mt. Pleasant community).	●		-*
	60. Illegal suites (assess the nature and extent of problem and work out a strategy to deal with it on an area-by-area basis).	○		
	61. Review of appropriateness of C-1 and C-2 District Schedules.	○		
	*No costs incurred in 1981			
		TOTAL		464,100

Figure 5: Central Area Planning Program 1981



3.3 Central Area Planning

The Division's 1981 work program initially comprised 33 priority "A" work program items. During the course of the year, one new item was added. Of the total of 34 items, five were completed, five were service activities which were satisfactorily carried out and eleven were multi-year program items where satisfactory progress was made although in certain circumstances external factors caused adjustments to target dates. On nine items (including the added item), work has been initiated but is behind schedule and four items were dropped from the program due to pressure of other work.

B.C. Place/Amphitheatre/Expo

In terms of resources expended and public profile, the B. C. Place/Amphitheatre/Expo complex of issues was the highlight of the 1981 work program. Several major accomplishments were achieved. Basic planning principles were formulated and approved by Council to guide our planning activities. A major housing study was initiated and the first phase completed. A Council-endorsed interactive planning process with B. C. Place was also established and several major joint planning workshops ensued. In July, a public consultation program was approved by Council and a 20-member citizens' advisory committee appointed. Staff has been assisting this committee since its inception. A joint roadway study was reported to Council in November, thereby distilling basic alternatives from eight to three. Preliminary reports suggesting policy options and development alternatives for B. C. Place have been received by Council as intermediate steps towards final decisions on housing mix population, amount of office space, and parks and recreation services. Staff assisted in drawing up terms of reference for a study (yet to be completed) on the impact of B. C. Place on surrounding communities, and assisted Expo planners in developing ideas for Expo.

Staff have been deeply involved in discussion of a multitude of B. C. Place-related issues, such as the future of Cambie Bridge, the future of the CPR roundhouse complex, the alignment of the new transit line, location and design of stations.

B. C. Place made 1981 a challenging year in a number of ways. The technical planning problems were complex, exciting and difficult. The planning process was testing, in terms of time

Amphitheatre

and resource constraints, jurisdictional ambiguities and a co-operative process which all too quickly resembled stern negotiations.

The achievements and the exciting opportunities helped offset the frustrations.

Downtown, West End, South False Creek, Fairview

The long term review of Robson Street policies and guidelines was completed in 1981 and recommendations were approved by the Planning and Development Committee. These recommendations await Council's consideration in January 1982.

Three major planning and urban design studies were initiated in 1981, namely the Downtown South study, the Georgia/Robson study and the South of Granville Island study. These studies responded to and anticipated private office and residential development pressures at the periphery of the high density core. The consultant selection process for these three studies involved reviewing submissions from the finest planning/urban design consultants across Canada. By year end, terms of reference were finalized and work was under way.

The preparation of recommended future land use policies for Yaletown was initiated in response to anticipated impacts of the B. C. Place development. Interim principles were reported in July. City staff have been wrestling with difficult implementation problems related particularly to parking and loading in the area. The results of these efforts should lead to guidelines for an exciting revitalization of this unique area.

In the West End, the mini-park, walkway, and street improvement program was approved by the Court of Revision and is proceeding towards construction. Many local citizens saw this as an important step towards maintaining the livability of this large, central city neighbourhood. Amendments to height controls of the West End Official Development Plan were adopted early in the year to clarify regulations in the contentious matter of high rise buildings.

The preparation of an Area Development Plan for the Johnston Terminal site has been the major single task completed within the False Creek south shore area. The results of this work should be seen in the next two or three years in the form of attractive new housing, including a substantial social housing component, and pleasant public amenities. Considerable additional servicing time has been expended on Area Development Plan amendments in Area 10B south of Granville Island and on various Council reports initiated by the False Creek Development Group. The latter involved parking issues in particular.

A review of the Fairview Slopes development policies was completed in 1981. This review concluded that only limited change to existing controls and processes are needed. It awaits Council consideration in January 1982. Progress has been made towards a proposed Fairview Streetscape local improvement project. Financing and implementation questions remain to be resolved.

Waterfront

Two major projects have dominated Central Waterfront activities in 1981: the Marathon Uplands proposal and the Pier B-C Convention Centre. The Marathon project involved extensive staff time primarily in urban design analysis, but appears now to have been set aside by Marathon Realty at least for the time being as a result of the unresolved problem of dangerous cargoes carried on the CPR tracks below. It now seems that the Pier B-C Convention Centre will also not proceed due to insufficient funding. While obviously frustrating to all involved, in one sense these circumstances present a rare opportunity to regroup and take advantage of the experience. The opportunities are not lost. Nor did everything come to a halt. Project 200 was reactivated towards the end of the year with new development proposals which may be submitted formally in 1982.

Historic Areas

Staff continued to assist both Gastown and Chinatown Historic Area Planning Committees which included a number of interesting projects. In Gastown, interest in residential redevelopment holds significant promise for the further revitalization of this area. In Chinatown, substantial progress was made on the Chinese Garden project, which, when completed, should be the source of great civic pride and enjoyment. Staff re-organization was carried out during the year in order that responsibility for the two areas could be consolidated with one planner.

Broad Issues

Heritage planning services were provided throughout 1981 by Central Area on behalf of the Department. In addition to many specific issues, the Heritage Committee, with staff assistance, has made a good start towards developing a more comprehensive, longer range heritage strategy.

The possibilities of a transfer of density policy were reviewed by a graduate student under the Daon Fellowship, an annual project funded by the Daon Corporation and involving the University of British Columbia School of Planning and the City of Vancouver Planning Department. Her report will provide the basis for a staff report and recommendations to City Council early in 1982.

The Central Area Parking Study was badly delayed by the civic strike. Only limited work was carried out on this important area in 1981. Similarly, work on Central Area transit issues received less attention than desired. Staff will be faced with these important challenges in 1982.

1981 EVALUATION

CENTRAL AREA PLANNING

KEY: ● Complete ◐ In Progress ○ Not Started

NUMBER	PROGRAMMED WORK ITEMS	STATUS	EST COST	ACTUAL COST
80072	1. Downtown Revitalization Program.	●		8,300
80092	2. Heritage planning services.	●		11,300
80093	3. Investigate pay-in-lieu parking system.	◐		200
80097	4. Co-ordinate Central Area model.	◐		2,100
80173	5. Assess the impact of new parking standards.	◐		4,000
80073	6. Prepare transfer of density policy.	◐		1,600
80070	7. Clarify height controls in the West End.	●		300
80071	8. Implement mini-parks in the West End.	●		2,700
80074	9. Parksite #19.	◐		1,500
80096	10. Prepare policy plan for Harbour Park/ Bayshore area.	◐		1,000
80134	11. Study the possibility of housing in the northwest peninsula of Central Area.	○		0
80067	12. Prepare policy plan for Robson Street.	◐		9,800
80068	13. Monitor downtown development (including inventory of existing office and parking space).	●		1,800
80179	14. Study of south downtown.	◐		17,200
80079	15. Convention Centre at Pier B-C (Central Waterfront).	◐		3,600
80159	16. Prepare area development plan for Marathon Uplands in the Central Waterfront.	◐		4,600
80080	17. Project 200 in the Central Waterfront.	◐		1,100
80081	18. Review density provisions and zoning boundary for Area 1 of the Central; Waterfront.	◐		100
80021	19. B. C. Place/Amphitheatre/Transpo '86.	◐		50,000
80075	20. Prepare Policy Plan for False Creek East.	◐		2,500
80078	21. False Creek South: Other planning projects.	●		5,200
80169	22. Prepare Policy Plan for False Creek North.	◐		10,500
80077	23. Retrospect of False Creek Area 6/Phase 1.	◐		3,500
80094	24. Prepare Area Development Plan for Johnston Terminal Site in False Creek.	●		10,200
80150	25. Industrial Study for False Creek Area 5.	◐		200
80089	26. Fairview Development Plan.	◐		3,800
80090	27. Fairview streetscape improvement project.	◐		2,900
80091	28. Study of False Creek Area 10/Granville/ Broadway/Burrard.	◐		4,500
80085	29. Chinatown: Other planning projects.	●		4,300
80086	30. Chinese Garden Project.	●		6,000
80095	31. Prepare policy report for Yaletown.	◐		6,300
80098	32. Gastown: Other planning projects.	●		9,400
10006	33. Answer general information enquiries from groups and individuals.	●		10,300
81020	34. Robson/Georgia Corridor Guidelines.	◐		5,100
			TOTAL	205,700

3.4 Zoning

The 1981 work program was heavily committed as usual to the permit review and approval process involving all aspects of zoning, development control, subdivision, strata titling and related appeals. The Zoning and Development By-law was reprinted during the year with a much improved and updated Appendix G listing of all related Council-approved plans, policies and guidelines; monthly status reports on all permit processing activity were prepared; and the first annual review of Development Permit Board activity was undertaken. A series of re-briefing sessions on by-laws, guidelines and the development permit process was held in the early part of the year for Permits and Licenses staff. Owing to the impact of the strike and the continuing high level of permit activity across the board, all staff were fully committed during the year to meeting this challenge and little time became available to undertake other assignments, a number of which have long been considered of high priority.

DEVELOPMENT PERMIT GROUP

Development Permit Applications

Virtually all of the time of the 18-member Development Permit Group in 1981 was spent in processing applications. The high level of 1980 activity continued into 1981 and peaked at an all-time high during the summer months following the strike. Total applications filed for processing by the Group were down 18.1 per cent. The Development Permit Board dealt with 114 applications during the (nine-month) year compared with 101 for the full year in 1980. While the "backlog" of applications continued at a higher level than desired, the optimum being less than 140, in only one month did the total exceed 200, the year ending with 163.

Significantly, the numbers of incoming applications returned to more normal levels in the last quarter of the year. With the year-end downturn in the economy, this heralded the possibility of reduced pressures on staff in early 1982, with the prospect that other pressing high-priority work program items could be addressed.

Development Permit Group Staffing

With the increasing number of conditional use applications (including major developments) in 1980 continuing into 1981, three additional temporary staff positions were established early in the year and have been fully engaged since the early post-strike period. As well, all Group staff have worked a large amount of overtime from May to December to handle the heavy permit application workload.

The year 1980 marked the establishment of two new Development Planner positions and the creation from the existing plan-checking staff complement of a senior administrative position in the Group. Despite staff turnover in the Development Planner positions and the inability to recruit a Senior Development Planner, that function is now working satisfactorily and promises continuing improvement in the processing of all major applications.

SUMMARY OF DEVELOPMENT CONTROL STATISTICS 1977-1981

Applications Processed	1977	1978	1979	1980	1981
Development Permits Total (incl. Permits and Licenses)	3368	3277	3163	3499	2710
Development Permits Total Development Permits Group	1696	1638	1496	1613	1339
Major Development Permits	54	64	78	100	114
Minor Amendments to Development Permits	336	367	448	416	435
Rezoning	37	41	29	45	29
Subdivision	189	161	189	170	190
Strata Title	11	13	33	24	37
Sign Permits, Zoning and Subdivision Group	182	248	201	336	260
Appeals to Board of Variance	382	373	305	328	285
Public Information Meetings Held	7	5	3	2	1
Public Hearings Held	11	18	10	9	14

Only towards year's end, however, has the permanent allocation of a senior administrative technician to specifically assigned tasks common to the Group been effected. Nonetheless, overall productivity has been good as evidenced in the following graph:

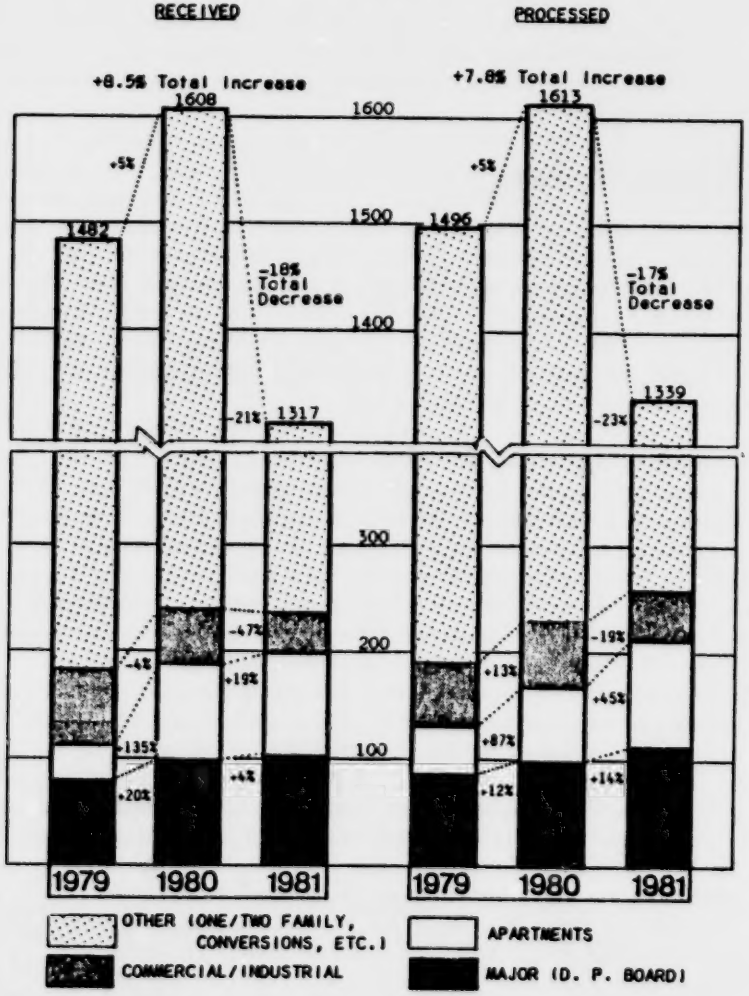
Development Permit Processing Procedures

A number of "fast-track" procedures were instituted following the strike, the most important being the temporary dissolution of the Development Permit Staff Committee (re-established in November), the summary refusal of deficient applications, and the frequent reliance on applicant-certified statistics and cursory checks by staff respecting many applications. Continuing delegation of the approving authority, coupled with more frequent consultation with the Director of Planning on the more contentious applications, has also assisted in the process. Staff nevertheless have had to spend considerable time during the year on some projects which were not built to by-law requirements, as well as on a number of very controversial special needs residential facilities and "locked-in lot" negotiations. Efforts are continuing to reduce processing times overall and to reduce the time of the preliminary application process in particular.

Development Permit Fees

Fees collected for applications increased from $629,416 in 1980 to $647,337 in 1981, despite the reduced numbers of applications overall.

DEVELOPMENT PERMIT APPLICATIONS
RECEIVED AND PROCESSED BY THE
DEVELOPMENT PERMITS GROUP, ZONING DIVISION
1979 - 1981 (JANUARY - DECEMBER)



Although there was a major increase in the fee schedule in June, 1980, most of the increase since that time has been attributed to the large increase in major development applications, most notably apartment and office buildings.

Other Assignments

In other work, progress has been made in initiating the development permit management information system as well as the microfilming program. An interim system to monitor and negotiate view protection in specified view-sensitive single-family areas was also initiated pending completion of a more formal procedure. Finally, significant zoning amendments to change the method of building height measurements in all areas of the city were completed and enacted mid-year. An accelerated program of non-permit processing assignments is anticipated for early 1982.

ZONING AND SUBDIVISION GROUP

The eight-member Zoning and Subdivision Group divided its attention as usual amongst zoning, subdivision, and strata titling applications, as well as appeals with respect to zoning regulations and development permits. As with the Development Permit Group, little time remained for other high-priority work of a non-permit processing nature.

Rezoning Applications

Council dealt with many important zoning amendment applications during the year, including several official and area development plans. Among these were the Downtown Eastside/ Oppenheimer District ODP, the First Shaughnessy ODP, the "Johnston Terminals" ADP (False Creek Area 6, Phase 3), a revised ADP for Area 10B (between the Granville and Burrard Bridges), the Marathon Waterfront ADP, the Granview-Woodlands Commercial Drive rezoning, and a revised proposal for redevelopment of the Oakridge Shopping Centre.

Significant residential rezonings included most of the block bounded by 13th and 14th Avenues and Heather and Willow Streets, the 600-block West 12th Avenue, and the 4th Avenue and Discovery Street triangle. Towards year's-end, renewed interest in a CD-1 zoning to accommodate the Justice Institute of B. C. above Jericho Park had been registered and a strong initiative to amend the Downtown ODP to facilitate redevelopment of the "Robsonstrasse" strip had been put forward. Perhaps the most significant zoning initiative of the year was the Casa Mia/Southlands 33-acre tract between South West Marine Drive and the Fraser River west of Angus Drive, particularly for the policy precedents at stake affecting other similar developable lands downstream to the Musqueam Indian Reserve, if this rezoning were to be approved.

At year's end Council, following a lengthy public hearing, maintained the current demolition control provisions of the Zoning and Development By-law. Council also made a distinction between self-serve and full-serve gasoline service stations with a view to limiting the numbers of self-serves.

Subdivision Applications

In 1981, 190 subdivision applications were processed, up 12 per cent from the 170 processed in 1980, although only 185 applications were filed in 1981, compared to 201 in 1980, 191 in 1979 and 171 in 1978. A total of 60 applications were in process at year's end. Reasonable processing times are being maintained.

Community interest in subdivision activity continues to remain high. A final application to create six new parcels in the Sasamat Ravine was initiated mid-year as a sequel to a withdrawn CD-1 rezoning application a year earlier. Both initiatives have drawn strong protests from neighbours. A number of subdivision initiatives in First Shaughnessy have been deferred for varying periods throughout the year pending rezoning of the area under the new ODP and resolution of the storm drainage problem anticipated with more intensive development. The largest area to be subdivided during the year was the City-owned Fraserview Industrial Park adjacent to S. E. Marine Drive west of Boundary Road. A significant air space subdivision proposal initiated in 1980 by Marathon Realty for air space rights transferred from the CPR in the central waterfront, was refused in early 1981, after careful

analysis, for lack of access and a stated intended use. A further air space subdivision initiative was put forward for a mixed-use office, retail and residential development complex under construction at Hornby and Smithe Streets, but was not followed by year's end with a formal application. One significant appeal was concluded mid-year (Grosek vs. City of Vancouver), which involved a proposed subdivision in Shaughnessy which had been refused, with the Supreme Court Judge overturning the Approving Officer's decision and ordering the subdivision registered.

Strata Title Application

The 1981 level of strata applications received, 57, is far above that of 1980, 24; and 1979, 33; with 37, 24 and 33 applications processed in the three years, respectively. Phased and bare land strata applications decreased again in 1981, to two, from eight in 1980 and 17 in 1979.

Two controversial applications were dealt with in the year. First, Melton Court, a 27-unit apartment building, was to be converted to a 17-unit co-operative with the remaining ten units to be sold at fair market value. Approval was sought prior to the upgrading of the building to enable the pre-sale of the ten market units to finance the total conversion.

Council was not disposed to any approval which risked the sale of units without a guarantee that the required upgrading would be carried out. Second, Council approved the proposed strata conversion of the 162-unit Crofton Manor for retired and semi-retired persons in Kerrisdale subject to a number of clauses granting continued tenure and service to present occupants. Much debate occurred on the propriety of the conversion process when measured against the indirect public costs involved, with specific reference to the profit-taking and tax-shelter aspects, and whether the process was instrumental in ensuring continued operation of the facility.

Board of Variance

The Board processed 285 appeals in 1981 in 18 meetings, compared to 328 appeals in 1980 in 24 meetings. While the number of appeals is down due to the civic strike, the monthly rate of appeal activity has averaged out 15 per cent higher than in 1980. As in previous years, the majority of appeals continued to relate to the relaxation or variance of the regulations and uses set out in the Zoning and Development By-law (54 per cent of the total) with the Board allowing 67 per cent of such appeals compared to 55 per cent of all appeals submitted. Fifty-nine appeals against decisions of the Director of Planning were filed, of which only 22 per cent were allowed. In 1980, 84 such appeals were considered, with 29 per cent being allowed. Five appeals were filed against decisions of the Development Permit Board in 1981; however none was allowed.

Significant appeals to the Board in 1981 included a wide variety of matters. A Development Permit Board decision to allow the use of the old

Senator Hotel at 1212 Granville Street as a residential rehabilitation facility for juveniles engaged in prostitution, principally in that area of the city, was appealed by adjacent property owners but the appeal was disallowed. Another "thin house" proposal, approved by the Director of Planning for a 16.5 foot wide site at 3636 West 15th Avenue, was appealed by neighbours and the appeal was allowed by the Board--the third such consecutive action by the Board in two years involving thin houses. An appeal to relax the floor space ratio to accommodate a number of enclosed balconies on a high-rise apartment building at 1725 Pendrell Street was refused; however Council subsequently allowed a two-year moratorium on by-law enforcement. Finally, the Board upheld a Director of Planning decision to deny use of a C-1 site on the southwest corner of 1st Avenue and Renfrew Street to accommodate a Canadian Tire outlet on the basis of the contention that the retail use would not cater to the day-to-day needs of the local neighbourhood as distinct from less frequent service to a larger market area.

Sign Permit Applications

Finally, in 1981, 260 sign permit applications, of a total of 725 filed with the City, were processed by the Zoning Division, down from the 336 applications in 1980 which was a record high. Significant actions during the year included the final stages of the "take-down" program of legal non-conforming rooftop and billboard signs ordered down by Council several years ago, there now being 23 remaining of a total of 349 on the proscribed list. All such signs, including the so-called "spectaculars" in the designated bridge zones, were to be removed by June, 1981; however recalcitrant owners have successfully resisted City orders in a few notable cases, particularly adjacent to the Oak Street Bridge, although one or two also remain adjacent to the Granville Street Bridge. Problems also persist with painted wall signs and portable signs, both of which are prohibited by the Sign By-law and naturally difficult to control. Of interest, no new initiatives were put forward to the City as in past years for consideration of such exotic sign forms as three-dimensional billboards and anchored blimp and balloon signs and few signs requiring special approval under Section 7 of the By-law were dealt with.

1981 EVALUATION

ZONING

KEY: ● Complete ◒ In Progress ○ Not Started

NUMBER	PROGRAMMED WORK ITEMS	STATUS	EST COST	ACTUAL COST
	WORK PROGRAM ITEMS - "A" PRIORITY			
80099	1. Assist and deal with the public regarding enquiries related to the Zoning and Sub-division By-laws, Strata Title Regulations and related procedures.	●		57,600
Various	2. Process applications to rezone property.	◒		-
80104	3. Initiate and assist in the development of amendments to the Zoning By-law.	●		1,300
80113	4. Perform miscellaneous zoning and develop-ment control work not elsewhere classified.	●		8,700
80100	5. Process applications to subdivide property.	◒		24,600
80105	6. Initiate and assist in the development of amendments to the Subdivision By-law.	◒		300
80101	7. Process applications to strata title property.	◒		21,900
80132	8. Prepare and conduct a strata title workshop.	◒		100
80121	9. Process applications to develop property.	◒		348,800
80102	10. Process applications for sign permits.	●		2,800
80106	11. Initiate and assist in the development of amendments to the Sign By-law.	◒		100
80103	12. Process appeals before the Board of Variance.	◒		18,000
80107	13. Consolidate by-law amendments and reprint by-laws.	●		10,600
80108	14. Prepare information and status reports on zoning and development control.	●		7,600
80163	15. Publish annual review of Development Permit Board activity.	●		5,300
80160	16. Prepare and conduct re-briefing sessions on by-laws, guidelines and development permit processes for Planning and Permits and Licenses staff, Urban Design panel, Development Permit Board and Board of Variance.	●		200
80005	17. Review and rationalize all land use and development controls.	◒		8,100
	1. No work required in 1981.			
	2. Minor amendments associated with zoning changes only.			

NUMBER		STATUS	EST COST	ACTUAL COST
80111	18. Prepare and publish a comprehensive layman's permit process guide and staff procedure manual regarding all aspects of permit review and approval process.	◒		2,300
80165	19. Liaise with Development Process Committee on City's development control system review.	●		200
80114	20. Revise zoning fees.	◒		500
80110	21. Report on revised height definitions in zoning districts with revised measurement techniques.	●		200
80110	22. Report on policy of cancelling rezonings when projects fail.	◒		100
80162	23. Finalize and process draft guidelines for multiple conversion dwellings.	◒		100
80112	24. Undertake partial review of Sign By-law.	○		
80116	25. Devise and implement view protection regulations and review procedures for single-family residential areas.	◒		100
80161	26. Initiate program to microfilm development permit applications, development permits and appeals records.	◒		1,500
80146	27. Report on proposed zoning district schedule for "public" uses.	◒		500
80115	28. Review development permitfees (annual).	○		
80117	29. Review the operation, By-law and enabling legislation for the Board of Variance.	◒		100
80120	30. Review the operation, By-law and enabling legislation for the Urban Design panel.	◒		500
10006	31. Answer information enquiries from groups and individuals (not pertaining to any specific work program item).	●		3,900
Various	32. Assist and liaise with Area Planning Division in implementation of its programs (DTES/QD ODP, FSD ODP, Inner-City Conver-sion Areas Study, etc.).	●		-
80012	33. Assist and liaise with Overall Planning Division in preparation of revised industrial zoning district schedules.	◒		8,400
80006	34. Participate in preparation of development permit management information system.	◒		4,000
		SUBTOTAL		536,800

1981 EVALUATION continued

KEY: ● Complete ◒ In Progress ○ Not Started

NUMBER	UNPROGRAMMED WORK ITEMS	STATUS	EST COST	ACTUAL COST
	35. Review and rationalize anomalies of Schedule D to Zoning By-law (Zoning District Plan).	○		
	36. Review Zoning By-law standards for permitting horses in Southlands.	○		
	37. Study of potential development sites with site area or zoning peculiarities.	○		
	38. Review of all comprehensive development zoning districts (CD-1's).	○		
	39. (a) Re-evaluate policy regarding street and lane dedications as conditions of subdivision, rezoning and development permit control.	○		
	(b) Review policy regarding density calculations with regard to street and lane dedications.	○		
	40. Report on advantages and disadvantages of requiring additional information to accompany rezoning applications.	○		
	41. Improve basic principles and policies for responding to enquiries and rezoning applications for sites along major treets.	○		
	42. Review and initiate amendments to ensure Zoning By-law compliance with the National Building Code and compatibility with requirements of the Condominium Act.	○		
	43. Review general bonus provisions and guidelines for low and moderate-income housing and energy conservation facilities for potential application in various zoning districts.	○		
	44. Review requirements for storage, locker and amenity facilities for apartment buildings with regard to livability and density calculations.	○		
82079	45. Undertake initial review and revision of parking and loading standards for possible By-law amendments.	◒		400
	46. Prepare numerous "housekeeping" text amendments to Zoning By-law.	○		
82081	47. Assist in formulation of draft policy, regulations, and guidelines for "illegal", suites and "thin" houses.	◒		400
85073	48. Assist in formulation of density transfer policy.	◒		1,800
		SUBTOTAL		2,600

NUMBER		STATUS	EST COST	ACTUAL COST
		TOTAL		539,400

3.5 Urban Design

Several significant events occurred during the past year and had major impact on the Urban Design Group's 1981 work program. This included the resignation of the Senior Urban Designer in February, the civic strike, the appointment of the new Senior Urban Designer in mid-May and a continuing staff vacancy problem. The Group has operated for the majority of the year with two or less staff out of the three member group.

Upon the appointment of the new Senior Urban Designer in mid-May, the Urban Design Group was formally detached from the Overall Planning Division and became a separate component of the Department, reporting directly to the Director of Planning.

The priority work program items identified in the 1981 Annual Review of servicing the Urban Design panel and providing miscellaneous urban design advice to other Divisions proceeded in a satisfactory way although with vacancies and the long civic strike period, less design advice was available than in previous years. However, some of the Urban Design Group's service was expanded in the second half of the year to include:

- representation of the Director of Planning by the Senior Urban Designer on the Urban Design Panel;

- the temporary assignment of the Senior Urban Designer (75% time) to assist in clearing backlog development permit applications in the Zoning Division from mid-May to mid-September;

- major involvement of the Group in developing the terms of reference for the three major urban design studies in the Central Area Division: the Georgia/Robson Corridor; South downtown; and South of Granville Island;

- creation of a departmental design task group consisting of all urban design related staff in the Department to address major urban design issues under the co-ordination of the Senior Urban Designer.

3.6 Services

In 1981, the Division was organized into two support service groups--Staff Services and Graphics. Due to the vacancy of the Assistant Director's position, both groups reported directly to the Director of Planning.

The Staff Services work program consisted of nine items, eight of which were completed. These items are either ongoing service activities or yearly items such as operating budget and Annual Review preparation. One item was not completed. This was the co-ordination and implementation of a word processing system for the Department. In 1981, as in previous years, the acquisition of word processing equipment was not approved by the Budget Review Committee. The need for equipment continued to be pressing, however, and further attempts will be made to seek approval in 1982.

The Graphics work program consisted of ten items, six of which were completed and four of which were not completed. Of those four, computerization of maps is dependent on initiatives from the Engineering Department which will not be forthcoming until 1982 and the in-house Graphics Course, Coloured Land Use Map and Office Displays were deferred until 1982 due to the heavy commitments of the Group in providing service to various departmental priority work program items.

STAFF SERVICES

The Staff Services Group, under the direction of the Administrative Officer, continued to provide administrative support services in the areas of general office administration, typing, clerical and stenographic service, budget control, job scheduling and management information.

Continuing improvements were made in various administrative procedures in the areas of inventory, personnel records, budget control and management information. Management of limited office space and furniture and equipment resources continued, with opportunities taken to improve working conditions and enhance the office environment whenever possible. The Department's first fully electronic typewriter was acquired during the year, an incremental improvement over the existing electro-mechanical machines. The benefits to be derived from a true word processing system, however, remain in the future. A new City Hall electronic telephone system, the SL-1, was installed in December. The training and co-ordination required for the implementation of the system was accomplished efficiently by the Staff Services Group with the minimum of disruption.

The 1980/81 Annual Review was produced for limited circulation in May, delayed due to the civic strike. The Semi-Annual Review followed in June and more accurately described the Department's work program in the post strike period. At year end, the 1981/82 Annual Review was in preparation, scheduled for completion early in 1982.

The job scheduling costing program slowed in September due to the resignation of the Job Scheduling Co-ordinator. By year-end, this important position was still vacant. Nevertheless, with the assistance of Overall Planning, the first run of person-hour/job cost statistics was produced, the end product of the first full year of staff time sheet recording.

Throughout 1981, the Group also continued to provide the services of a full time Secretary for the Vancouver City Planning Commission and a Clerk to the Development Permit Board.

GRAPHICS

Graphic design and drafting services were provided including the design and production of reports, brochures, newsletters and by-laws; the preparation and updating of maps; service to the Zoning Division in preparing maps for rezoning applications and subdivisions; consultation on all graphic-related matters and selling maps and aerial photographs to the public. For the nine-month period May to December, approximately 5,000 maps were sold with a return of about $7,000.

Computerization of Maps

Although some additional work was completed in the preparation of material for input into the mapping computer, it was not at the pace that was envisaged at the beginning of the year. This was partially due to the strike and partially to the problems experienced by the Engineering Department with the computer.

Slide File

This project is complete with over 5,000 slides catalogued and filed for the Department's use. The system will be maintained and updated on a regular basis.

Assist Other Agencies

The Group continued to provide some consultant service to other City departments and the Mayor and Council. The cost of work for other departments in 1981 was approximately $4,000. This included work on report layout, report covers, maps, posters, illustrations, display material, and general consultant advice.

Coloured Land Use Map

No progress was made on this item as information that was to be compiled by August 1981 is still in the process of being completed by the Regional District. A new date of March 1982 for completion of the base information is given, therefore our work on production of a new Coloured Land Use Map will take place in 1982.

1981 EVALUATION

SERVICES

KEY: ● Complete ◒ In Progress ○ Not Started

NUMBER	PROGRAMMED WORK ITEMS	STATUS	EST COST	ACTUAL COST
	• STAFF SERVICES			
10004	1. General office administration (includes reception, maintenance of filing system, sale of reports, clerical and stenographic work not directly attributable to any other specific work program item).	●		105,500
80126	2. Provide secretarial services for the Vancouver City Planning Commission.	●		15,800
80127	3. Continue to develop and implement a computerized Work Program Information System (including cost control) for the Department.	●		5,600
80128	4. Complete and publish 1980/81 Annual Review.	●		5,600
80136	5. Prepare and publish 1981 Semi-Annual Review.	●		800
80139	6. Prepare 1981/82 Annual Review	●		2,900
80141	7. Inventory of capital assets and central stores' items.	●		1,200
80142	8. Prepare and monitor Departmental annual operating budget.	●		7,900
80143	9. Co-ordinate and implement word processing system.	○		
		SUBTOTAL		145,300

NUMBER		STATUS	EST COST	ACTUAL COST
	• GRAPHICS			
80001	10. Sell maps.	●		11,600
80083	11. Computerization of maps.	○		
80122	12. Metric conversion of Departmental maps and by-laws.	●		200
80124	13. Organize a graphics course for the members of the Department.	○		
80125	14. Provide graphic consultant advice to other departments.	●		1,400
80145	15. Continue to develop and maintain a slide file.	●		5,900
80181	16. Update coloured land use map.	○		
80150	17. Create displays for office decor.	◒		300
80151	18. Prepare and update base maps.	●		5,000
10006	19. Answer information enquiries from groups and individuals (not pertaining to a specific work program item).	●		5,900
	*NOTE: Significant amounts of work done by Staff Services and Graphic Services are attributed to specific job numbers and included in other Divisions' work programs. The totals shown here, therefore, do not reflect the total budgets of these two groups.			
		SUBTOTAL		30,300
		TOTAL		175,600

4. ISSUES AND DIRECTIONS FOR 1982

Our work is always exciting and varied. The city is a healthy, vibrant, changing place. There is always planning work that needs to be done. The challenges to planning are to be creative, practical and effective in trying to influence this most complex urban system for our best enjoyment, and for future generations. Our task each year is to try to assign our limited resources to those areas where we feel we can be most relevant. The priorities we use are described elsewhere in this Review in Appendix C. Our goals, which also give us guidance in the selection of our work, are set out in Section 5.

As we enter 1982, we face a rather common dilemma. On one hand we are frankly overwhelmed by the need for planning work. Constructing a new ALRT system, the first major commitments to a plan for B. C. Place, the nearing of completion of the Amphitheatre, the planning for Expo in 1986, the uncertainty of the economy as it will affect the redevelopment process in Vancouver, the need to decide about future public investment in transportation and communication, and the housing crisis, set one side of our challenge.

On the other hand, we enter 1982 with budget commitments from Council which already raise our budget 17% from the 1981 level. Because of the strike settlement and the general rate of inflation, Council is already faced with considerable budget increases for 1982. Council will be seeking ways of minimizing budget increases. Without a known city-wide strategic budget and priority plan, individual departments cannot anticipate where Council will seek these reductions. The recent decision of Council to proceed with a new co-ordinated Centennial Capital Plan, together with work on the City Plan, may help in future years.

Our experience on similar occasions has been that we should program our work as efficiently as possible, anticipating Council's priorities as well as we can, and then enter into discussions in the early part of the year to receive and respond to the direction coming from Council.

ZONING RELEVANCY

It is over five years ago that the Zoning By-law of the City was radically reviewed for many parts of the city. As a result of that work, many significant changes occurred. These changes, however, are mostly over five years old and show the strain as new systems, techniques, values and needs indicate areas of frailty which begin to hamper the redevelopment processes in the city.

Much of the work we will be doing in 1982 will probably lead to further major alterations to our zoning and development control processes. Strategies emerging from our industrial and housing studies, and probably from the Park Board's own Parks' Plan work as well as the work by the Heritage Committee, will seek alterations in our existing zoning boundaries and definitions. The three recently commenced major urban design/planning studies of parts of the core will inevitably lead to brand-new exciting concepts, previously not imagined, which will, again, demand changes to our zoning.

Our Coreplan work through 1982 will lead to very important major policy directions which again should lead to alterations in zoning.

The Provincial Land Act is also likely to alter zoning and development control and subdivision processes late in 1982.

We shall only be finding out what sorts of new directions in zoning are needed during 1982. However, we should recognize now, and begin to prepare for a further round of major revisions to our Zoning By-law in 1983. The cycle, in fact, is closer to a ten-year review in Vancouver rather than the typical and usually legislated requirements for five-year reviews.

The other major issues which we will be addressing in 1982 are the following:

OUR REAL FUTURE

In early 1982 we will be presenting our Coreplan to City Council, seeking their endorsation of the policy directions described and their support for the program of public involvement in the real issues for Vancouver. We believe that Vancouver is drifting in a direction which, in fact, most people will not like. We also believe it is possible for the community, through planning action, to alter the course of certain events so they get more control over their future and pass on to new generations a better place in which to live than that which will be produced by present processes. It is a tough process that will require a lot of commitment to the debate. The alternative is a continuation of the trend which we describe in our Coreplan report and which we believe few people actually want.

A.L.R.T.

This experimental system will begin to be inserted into the city's infrastructure in the next few years. Planning for the highest quality environment within the system itself, the stations and their surroundings and the heavy impacts which they will have on adjacent neighbourhoods will be given priority in 1982. A partial budget has already been approved by Council and staff will be hired and organized as soon as possible in 1982.

HOUSING

For several years, the acknowledgment of a need for higher density development in the outer neighbourhoods has increased. However, it has never been matched by a willingness on the part of the outer neighbourhoods themselves to consider such prospects. The City itself has never really organized a purposeful debate on the matter and hence real information on the ramifications of achieving higher densities has never really been available. The year 1982 is when programs that can bring about densification will be proposed. The Planning staff have always advised that for higher densities to occur, there must be a fairly intensive and lengthy debate based on definite proposals within the community so that relevant information can be gathered and shared, and everyone's goals and concerns can be given

legitimate consideration before implementation techniques are initiated.

THE CENTRAL AREA

The centre of the city will continue to undergo substantial change in 1982. During the year, as well as paying attention to those changes which will occur as a result of private initiative with specific major development proposals, staff will begin to address a number of major areas in anticipation of future change. Robson Street, Yaletown, the Georgia/Robson Corridor, the whole of the southern perimeter (north of B. C. Place) and a 24-block area south of Granville Island, will be the subject of detailed planning work. False Creek and the Central Waterfront planning will continue through 1982 as noted below.

FALSE CREEK – THE CORE OF OUR CORE

Emerging now for the first time in the history of this city is this other unique and wonderful feature of this beautiful city--False Creek. Like the mountains, the ocean, and Stanley Park, False Creek can, if properly appreciated, now add untold benefit to the future of this city. Never again will we be faced with the opportunity of maximizing the benefits of this body of water. The more we reduce it the greater the loss we pass on to future citizens of Vancouver. Today, before the Creek is fully developed, it is easy to think of filling it in at its edges and extending the land to create new development areas. However, it will be the undevelopable water areas which will be more valuable to this city in the future than a few extra buildings. Yet, the future of False Creek is at stake as arguments begin to emerge to reduce the water areas and change them from tidal creek to a controlled water body. The planning for B. C. Place and Expo '86 will set the future of False Creek. Hence it is vitally important. Staff will be spending urgent and important time on these projects through 1982. Not only will the land use and traffic patterns be important in planning, but also the impacts on Yaletown, another marvelously unique Vancouver resource. And Chinatown and its linkages to False Creek, Downtown and other newly emerging areas of re-development in and adjacent to B. C. Place can be guaranteed in the planning during 1982.

CENTRAL WATERFRONT

With the demise of the old Pier B-C project, a real opportunity for sound planning to obtain high-quality people-oriented development of the Central Waterfront occurs again. Seldom do we get second chances but 1982 could see the establishment of a co-operative planning exercise between government agencies and owners to produce for public discussion, a new proposal for water-front development to include a Cruise Ship facility so urgently needed on Pier B-C, together with other commercial uses on the landward side, with new emphasis given to public accessibility and enjoyment.

AREA PLANNING

While the Neighbourhood Improvement Program has ended, several important community amenity planning studies will occur during 1982. Hastings-Sunrise will be one such area with an emphasis given to the future of the PNE, the production of a plan for the whole district, and the likelihood of a decision on the Cassiar Connection of Highway #1. Mount Pleasant and Kingsway East will open Area Planning offices, both of which will have to consider the impact of the future LRT lineon the areas.

Southlands will be under full scrutiny as privately prepared planning studies on the future of the area are presented to the city.

In addition, a major study on the future of all the conversion areas of the city has commenced and will begin to produce proposals for adjustment in 1982.

WORK PROGRAM 1982

This is described in detail in Section 6 and contains a myriad of programs in addition to those contained within the major issues outlined above. There are many important jobs which we have noted but not assigned to the 1982 work program because of other priorities. They give us some concern for they indicate where difficulties could occur if pressures arise in 1982 in these areas. We will, however, monitor them and report to Council if necessary to seek renewed action.

5. PLANNING GOALS FOR 1982

The general goals of the Planning Department have been developed over a number of years. They are as follows:

TO DEVELOP UNDERSTANDING OF THE CITY BY:

Improving everyone's knowledge about the forces at play in Vancouver as a whole and the resultant trends and implications for the future;

Improving everyone's knowledge about the various neighbourhoods and communities within the city in social, physical and economic terms;

Presenting alternatives for the future of the city, its neighbourhoods or communities and suggesting policies to guide change in the physical, social and economic character of the city.

TO DEVELOP COMMUNICATIONS BETWEEN PEOPLE AND THEIR GOVERNMENTS BY:

Recognizing and communicating those issues and decisions which will affect the city and its various communities;

Being receptive to ideas and opinions and outgoing with information and suggestions;

Stimulating discussion and promoting the interchange of ideas;

Including the public in the resolution of planning issues and in the implication of decisions;

Providing a focal point for public participation in planning the future of the city.

TO IMPROVE THE QUALITY OF LIFE BY:

Recommending planning policies and processes which will improve the social, economic and physical characteristics of the city and its various communities;

Undertaking specific programs to improve parts of the city;

Regulating and guiding private and public actions and continually improving the regulatory by-laws and their administration;

Seeking the co-ordination of efforts in both the public and private sectors that will affect the quality of life in Vancouver;

Suggesting and utilizing programs that provide resources to improve Vancouver;

Relating City policies and programs to decisions developing in other levels of government;

Bringing together within the planning context proposals, advice and/or decisions advanced by various Boards, Committees and Agencies.

TO PROVIDE A SERVICE IN THE COMMUNITY BY:

Recognizing the important role of staff as public servants, advisors to Council and in carrying out Council's directions;

Acknowledging that both elected and appointed officials have primary responsibility to provide good service to present and future Vancouverites;

Responding to immediate issues, providing rapid response on policy questions and dealing with events and issues that occur on a day-to-day basis;

Continually developing our Departmental management processes to ensure the most efficient and effective use of our budget;

Continually striving to deepen our understanding of people and the systems and structures they develop;

Continually evaluating and adapting our methods to reflect our growing understanding.

6. A WORK PROGRAM FOR 1982

Through a process which involved reviewing the 1981 work program, determining our present commitments to Council, and analyzing the current planning issues, we determined the priorities for our 1982 work program. We then allocated our existing staff resources to the work program items in accordance with these priorities.

In 1982, the Department will be organized as illustrated in the diagram figure 6 on page 52.

The 1982 work program is described in detail in the pages following. Each Division has described its work program in two ways--first, in written form and second, by means of a summary table. The table consists of two parts. The first or "A" Priority part lists those items which we recommend ought to be done and can be done with existing staff resources. The second or "B" part lists those items which ought to be but cannot be done, given the current level of staffing. Some items are included in the "B" Priority simply because outside initiative is currently absent or because the level and type of planning work needed is not well understood. As circumstances change, some items may have to be raised to the "A" Priority and completed during 1982. With fixed resource levels, this will most certainly mean that some expectations set in the "A" Priority will correspondingly have to be lowered to the "B" Priority unless resource levels are adjusted.

The 1982 cost estimates are based on the salary rates and fringe benefits in effect as of January 1982 and recognizing the further Union salary increase in July 1982. In the first column, each Division has indicated the cost of the staff resources they have allocated to each item. Also shown is the cost of the staff resources that the other four Divisions and the Director's office will be contributing towards each work program item. The third colum shows the total estimated cost of that work program item for the whole Department.

Figure 6: 1982 Planning Department Organization

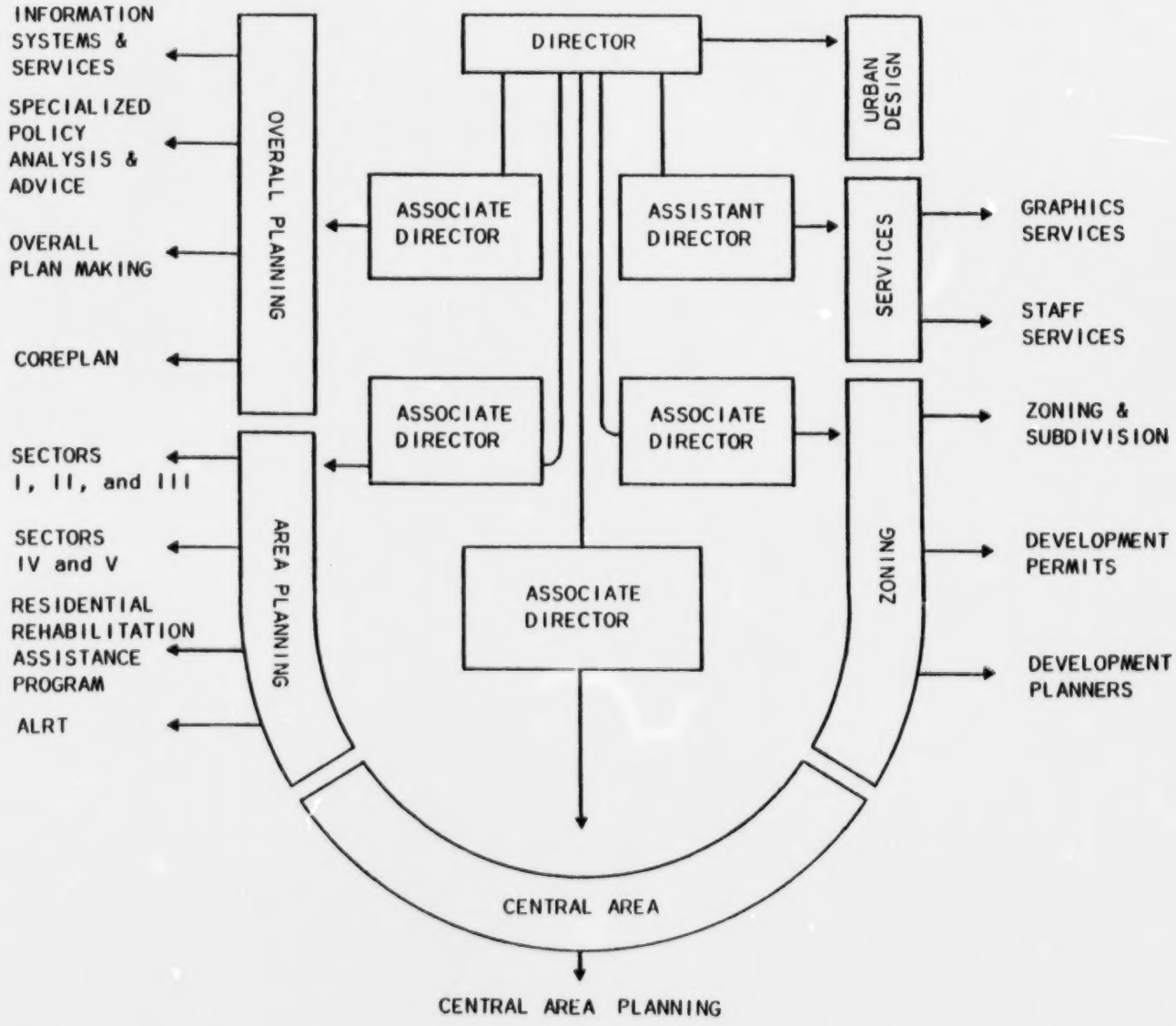
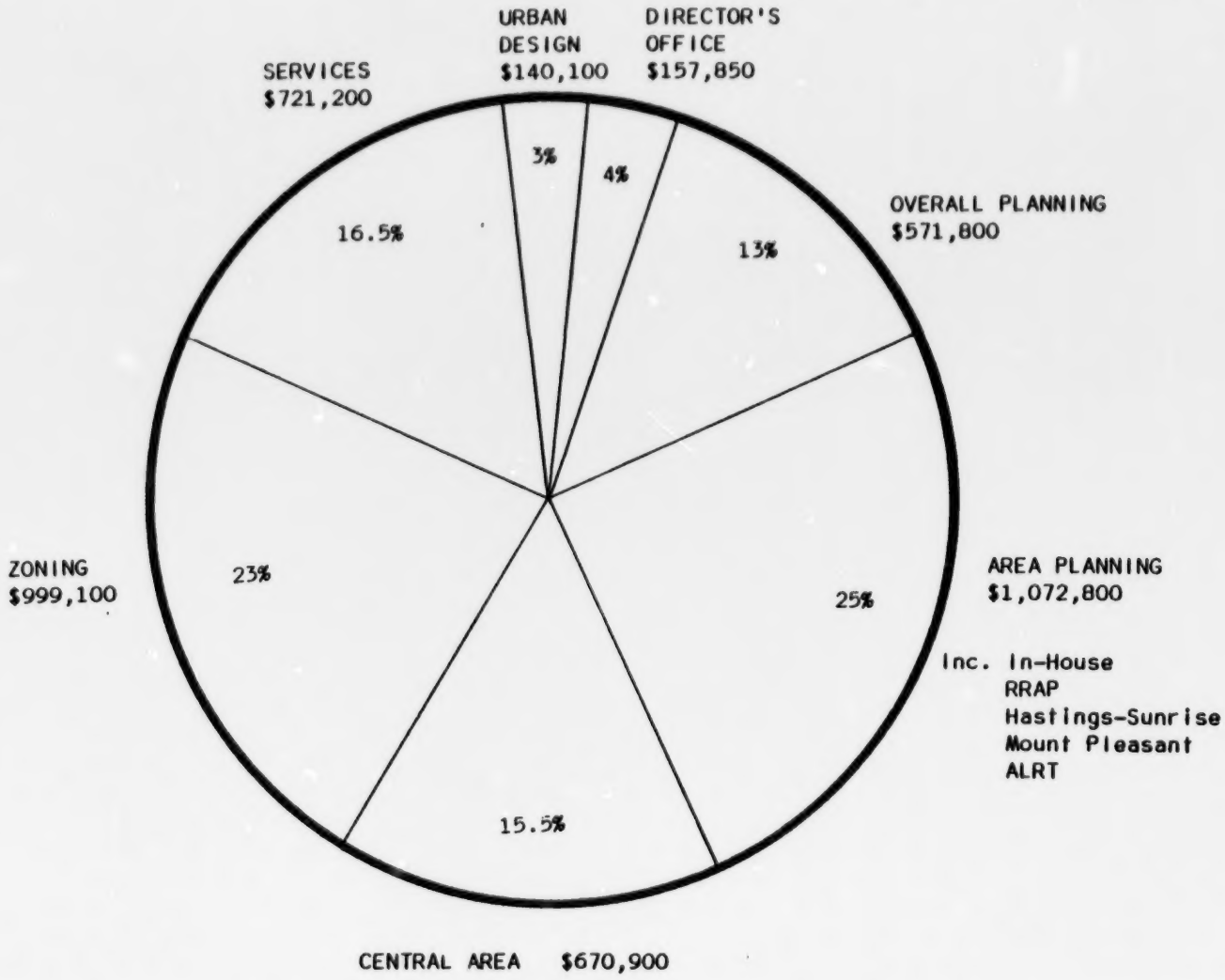


Figure 7: Planning Department Budget 1982: Estimated

$4,342,750 [not adjusted by the reduction]
[to allow for Staff turnover]



6.1 Overall Planning

The Division's proposed 1982 work program is divided into three major work concentrations: (1) Information Systems and Services; (2) Specialized Policy Analysis and Advice; and (3) Coreplan. The individual work items, comprising each of these concentrations, are listed in the table immediately following this text.

Information Systems and Services

Most of this work is of an ongoing service nature and will continue at much the same level of resource allocation as in previous years. Within the basic program, no substantial service expansions or significant improvements are contemplated. We will continue to service information requests to the Department, to publish four issues of the Quarterly Review as an important source of information on changes affecting the city, and to maintain our regular data base and library commitments.

In addition to this regular work, a few special projects are planned:

We need to catch up on our data base documentation, which has been allowed to slip badly over the past couple of years. Unless our documentation is improved, some very expensive and very valuable data bases could become unusable if current staff were to leave. Better documentation will also enable the Department, as a whole, to make better use of our data resources. This is a high priority item for the first half of 1982.

During the middle part of this year, the first results from the 1981 Census should become available. This material will have to be received and catalogued by the Planning Department and special tabulations will also need to be specified. As less data will be automatically published than in previous Censuses, the Department will have to spend some time designating special tabulations for City purposes.

Toward the end of the year, after assessing the new Census results, the Division will give some consideration to the form and format of a replacement to Understanding Vancouver 2, the Planning Department's highly successful resource book on city information and issues. A proposal will be produced for our 1983 work program.

Some library access improvements will be made, including efficiencies in cataloguing so as to provide quicker access to new material and a staff guide to the library.

Maps will be added to the publication list.

Specialized Policy Analysis and Advice

The Division contains concentrations of information, experience, and expertise in seven major specialties: (1) transportation planning; (2) housing planning; (3) economic development planning; (4) energy planning; (5) regional planning liaison; (6) demographic analysis; (7) corporate planning. A major portion of our 1982 program has been allocated to continuation of committed work in these specialty areas.

Responsibility for first phase ALRT planning and implementation has been passed to the Area Planning Division, so transportation planning will be limited to a few unique areas of consultation on other transportation projects or proposals and to longer-term transit system improvements. As most of the transportation planner's time will, however, be allocated to Coreplan, consultation resources will be limited.

After clearing away some outstanding reports from 1981, the 1982 housing planning program will concentrate almost exclusively on identifying and pursuing opportunities for increasing the city's potential for additional housing. This will be done in close consultation with the Coreplan effort and will involve heavy components of public consultation together with the analysis of service capacity and redevelopment mechanisms.

With the co-operation of the Zoning Division, an implementable industrial development strategy with by-law changes should emerge early in the year. Our economic development efforts are also expected to concentrate heavily on the Port Master Plan and the Fraser River Estuary Study in 1982, as these two senior government investigations produce recommendations with potentially consequential effects on the City of Vancouver.

In the year 1982 we promise to revise and update the City's strategy for energy conservation. Work on this will commence in co-operation with the Conserver Society and other City departments early in the year. The strategy will be updated with the objective of bringing some tangible measures up front for implementation.

Continuation of our traditional relationship with the GVRD on regional planning matters has been thrown into doubt by the proposed Land Use Act, which apparently removes planning responsibility from regional districts. However, we will continue our regular Technical Planning Committee responsibilities and the co-ordination of Coreplan and Livable Region Program work programs until the legislation is actually proclaimed. We will also assist in preparing a more detailed analysis of the Land Use Act's implications. This will be part of the City's brief to Victoria on the legislation.

Our demographic analysis capability will be used again in 1982 to produce annual estimates of the city's population. We should be able this year to test those estimates against actual population data from the 1981 Census. We also expect that we will continue to provide assistance in the definition of ward boundaries, and we will be reviewing and potentially implementing a new population estimation methodology resulting from consultant work.

Early in 1982, some time will be blocked off to finish the final report of the Interdepartmental Futures Group. This will be discussed with department heads with the objective of developing a common approach for the City organization to deal with consequential future changes. One of the first tests of this approach will be in the preparation of the 1982-86 Capital Plan, which

will involve a significantly enlarged Planning input compared to previous years. The Centennial Capital Plan will try to incorporate an explicit development direction, which then can be elaborated in subsequent Capital Plans.

The Coreplan

The Coreplan team will begin 1982 with two of its three professional positions vacant and one of its two technical positions unoccupied. For significant progress to occur through next year, these positions will need to be filled very rapidly. As one has been vacant for a full year and another since the strike, the prospects for this are not very good, but we are continuing to search for the appropriate staff. In the interim, we will continue to do the best we can with existing staff resources, supplemented by some short-term temporary help.

With adequate staffing, the Coreplan can really take off in 1982. As a result of our 1981 work, we now have a relatively firm base with which to begin intense consultation with the public on tangible alternatives for the future of the core and the resultant future of the city. The public will be asked to evaluate and suggest modifications in our proposed Interim Coreplan after reviewing our analysis of the trend and an identification of alternatives to the trend.

Parallel technical work will elaborate specific programmatic options identified in the Interim Coreplan. These options may not be applied in the end, but 1982 work will enable the City to understand the implications of these programs, their benefits and costs, and the steps which would be necessary to implement them were they chosen.

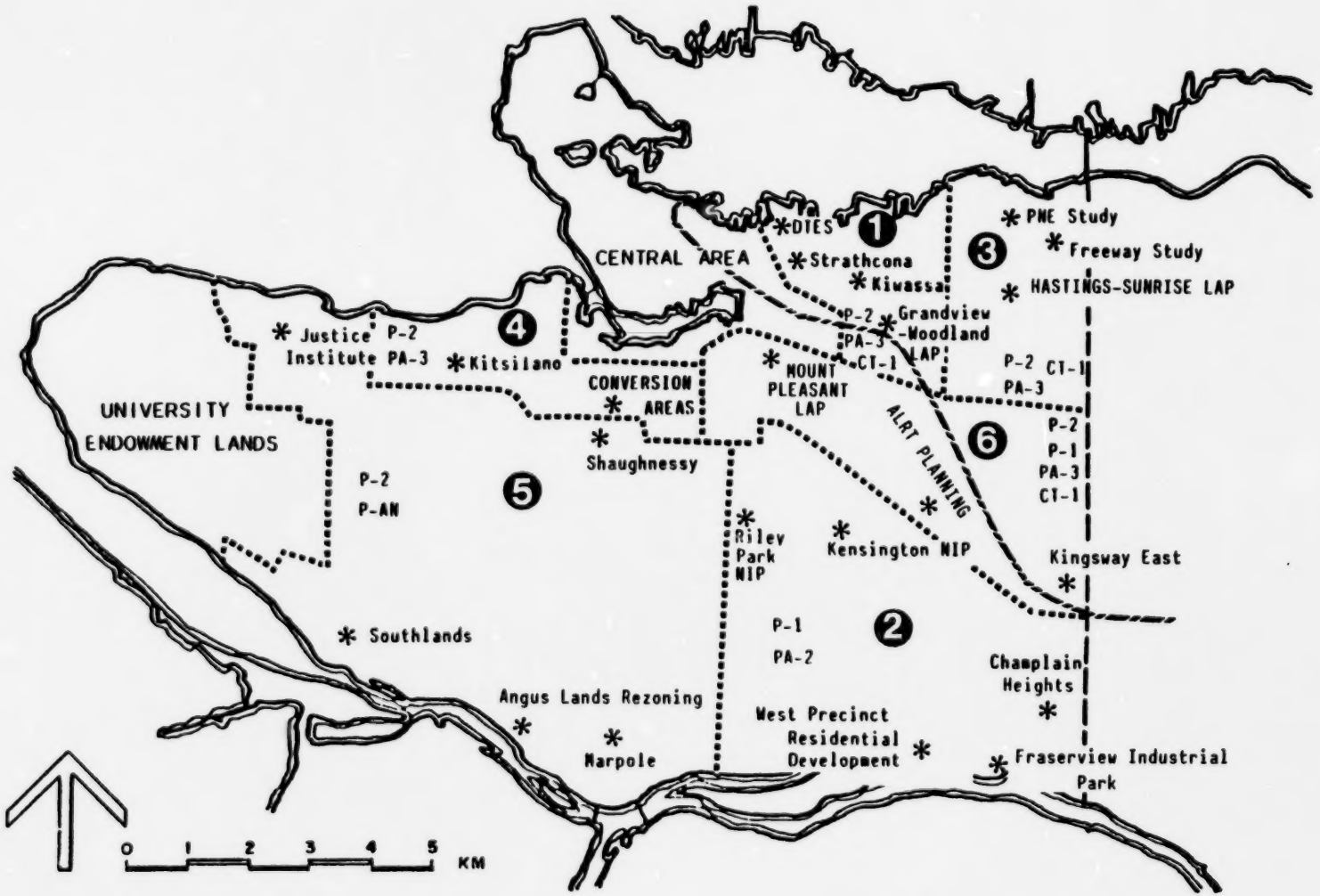
With the Coreplan program back on track, the City has an opportunity to develop a new shared vision of its future and an effective strategy for navigating toward that vision. This is a complex and difficult end, but we believe our 1982 proposed Coreplan work can contribute significant steps toward that end.

1982 PROGRAM

OVERALL PLANNING

CATEGORY	NUMBER	PROGRAMMED WORK ITEMS	EST COST
		INFORMATION SYSTEMS AND SERVICES	
A — COMMITTED & OTHER IMPORTANT WORK WHICH CAN BE ACHIEVED WITH CURRENT RESOURCES	10006	1. Answer information requests and distribute planning reports.	33,800
	80002	2. Write, publish, and distribute four issues of the Quarterly Review.	40,000
	80004	3. Maintain and update data bases.	25,000
	80004	4. Provide or update documentation for all data bases.	25,000
	81172	5. Order and catalogue data from 1981 Census.	6,000
	80005	6. Maintain and improve Planning Department Library.	28,000
	80006	7. Co-ordinate Planning Department work on a development information system.	6,000
	81173	8. Design and program Understanding Vancouver 3.	3,000
		SPECIALIZED POLICY ANALYSIS AND ADVICE	
	80008	9. Provide miscellaneous transportation planning consultation.	15,000
	81174	10. Identify and pursue opportunities for increasing housing development potential.	32,000
	80010	11. Provide miscellaneous advice on housing proposals and issues.	20,000
	80012	12. Implement industrial strategy and zoning amendments.	25,000
	80013	13. Provide miscellaneous advice on economic development proposals and issues.	8,000
	81157	14. Monitor and comment on federal and provincial planning initiatives affecting Vancouver (i.e. Ports Master Plan, Fraser River Estuary Study, and Airport Development).	8,000
	80014	15. Revise and update City energy strategy.	18,000
	81159	16. Represent the City on GVRD's Technical Planning Committee and in regional planning matters.	8,000
	81153	17. Respond to the proposed Land Use Act.	4,000
	80011	18. Provide population information and demographic analysis.	6,000
	81146	19. Assist in identification of ward boundaries.	9,000
	80011	20. Improve population estimation procedures.	6,000
	80019	21. Complete Futures Group report and present it to Department Heads.	6,000
	81158	22. Prepare capital development strategy and assist in preparation of Centennial Capital Plan.	32,000
	80020	23. Prepare the coreplan (City Plan).	162,000
		24. Miscellaneous graphic services (Glen Morrison).	13,000
		25. Clerical services to Central Area Division (Jennifer Leung).	7,000
		26. Clarification of development tools (Zoning Division).	20,000
		27. Development Permit processing.	6,000
		TOTAL	571,800

Figure 8: Area Planning Program 1982



6.2 Area Planning

The Division will have four main areas of work in 1982:

- Develop and prepare neighbourhood plans;
- Implement policies and projects arising from the neighbourhood plans;
- Undertake special projects involving City owned lands, specific area issues and City-wide concerns;
- Provide information and develop community liaison.

The initial priority for 1982 is to begin work on Local Area Planning (LAP) programs approved by Council for issues in Mount Pleasant, the ALRT station areas and Kingsway East. The first part of 1982 will be devoted to bringing staff on board and preparing an integrated work program, while the latter part of the year will see progress made in the development and discussion of various alternative policies.

In order to handle the additional LAP programs in 1982, the Division has re-organized its work into six geographic Sectors. (In 1981, there were five geographic Sectors). RRAP remains a separate work group. The six sectors are outlined on the diagram on page 58 with priority work items highlighted.

The purpose of the Sectors is to ensure that all areas of the city have knowledgeable Planning staff available. It also allows staff to focus on high priority areas and issues within their Sector while increasing their ability for effective monitoring, liaison and anticipate Planning needs in the rest of the Sector. The boundaries of Sectors 1, 3 and 6, will be in place for a considerable length of time, the other Sector boundaries remain flexible and may be adjusted from time to time.

Staff teams are assigned to each Sector as follows under the supervision of two Senior Planners and an Associate Director:

Sector 1	Planner, Planning Assistant, Clerk Typist
Sector 2	Planner, Planning Assistant
Sector 3	Planner, Planning Assistant, Clerk Typist
Sector 4	Planner, Planning Assistant
Sector 5	Planner, Planning Analyst
Sector 6	Two Planners, two Planning Assistants, Clerk Typist

In addition, as approved by Council as part of the City's response to ALRT, a Senior Planner will be hired to co-ordinate all Planning Department work concerned with the implementation of the ALRT system in Vancouver. This planner will report directly to the Associate Director of Area Planning and will maintain liaison with other divisions, departments and agencies having a major interest in the ALRT system. As well as being responsible for consultant studies initially funded at $50,000, this planner will develop a co-ordinated Departmental position on matters related to ALRT.

Sector 1

This Sector embraces the neighbourhoods of Downtown Eastside (DTES), Kiwassa, Strathcona, and Grandview-Woodland. The staff for this Sector is housed in a site office in the Britannia Centre together with RRAP Advisors (two) and a RRAP Promoter. In 1982, the principal work items will be to complete the rezoning for DTES, initiate Part III of the Plan for the apartment area of Grandview-Woodland, and continue to implement the Part I (NIP area of Grandview-Woodland) and Part II (Commercial Drive) Plans. Also, the implementation of the DTES Plan will remain a priority including the beautification of Powell Street. Staff assigned to this Sector will also assist in the review of the RT-2A zoning schedule being co-ordinated by the Sector 4 team.

The volume of work in this Sector necessitates the deferment of a large number of items to the 1983 work program. At this time, it is difficult to project what additional work items may be generated by the B. C. Place development and Expo '86. The potential effects on the Downtown Eastside and Strathcona could be significant. As a consequence, it is important that the work program for this Sector and the priorities established be carefully monitored as unforeseen changes in priority are likely to occur.

Sector 2

The staff in this Sector will continue to liaise with civic staff and the community on Champlain Heights and South East Marine Drive Industrial lands development.

Priority will be given to working with consultants in the preparation of a plan for the development of the West Precinct area for a mix of residential development overlooking the Fraser River. The staff in this Sector will also be responsible for completing some aspects of the Kensington and Riley Park Plans, particularly those related to housing and secondary suites. As well, a proportion of staff time (25 per cent) will be committed to assisting the ALRT Station Area Planning process.

Sector 3

This Sector is located in a site office at 2725 East Hastings. The year 1982 will mark the production of a draft plan for the area. It is anticipated that through the course of the year, planning can begin with respect to the PNE. The clarity of this planning will

depend to some degree on the Province's current review and its position regarding the PNE.

In January the multi-disciplinary consultant's study for the Freeway to Second Narrows Bridge link will be started and the very important results of that will be available, probably in September. Depending on the recommendations of the consultant, an implementation strategy could be concluded by the end of 1982.

Sector 4

The principal activity in this Sector will be the study of the conversion areas. This study will include a review of the effects of RT-2A zoning in Kitsilano, and possible alterations as a viable schedule for development in the Grandview-Woodland and other areas. In addition, the staff team will be examining the RT-2 and RS-2 areas and be presenting proposals with respect to the future.

Studies by this Sector's staff will be coordinated with similar studies in the Mount Pleasant area.

The staff for this Sector will also be responsible for matters related to the VGH and the Government Precinct area. Other than maintaining close liaison with the VGH hospital planners who are proposing a major expansion of VGH known as Laurel Street Phase II, it is anticipated that minimal activity will be directed to these matters in 1982.

It is anticipated that the work of the Sector staff with respect to reviews and studies of the conversion areas will lead to new initiatives with respect to densification and other housing matters.

Sector 5

This is the largest Sector extending from Jericho on the North/West to the Marpole district and Southlands to the South.

The principal areas of work will be the implementation of the Marpole Plan, the completion by spring 1982 of a Shaughnessy rezoning, and assisting in implementation of the administration for the new zoning.

In Southlands, the Sector team will be responsible for monitoring activities and assisting the Zoning Division in formulating recommendations to Council in connection with the Casa Mia rezoning application and the consultant work being done by Eikos for the "Save the Angus Lands" organization.

The team may have to address the pressures related to the development of the Southlands area depending on the outcomes of the various studies and the rezoning application in that area. Council may have to provide further resource allocations if the time exceeds approximately 30% of a Planner's time.

In addition to the above, assistance will be given to the Justice Institute in the preparation

of plans for the basis of a rezoning application some time around mid-1982.

The Planning Analyst assigned to this Sector will, in addition to other matters, be responsible for maintaining Departmental liaison on City lands. This activity has been a substantial work item in the past and promises, with new more entrepreneurial activities of the Property Endowment Fund Board, to be an increasing activity.

Sector 6

This Sector team is responsible for the integrated planning program approved by Council as a means of developing plans for Mount Pleasant and Kingsway East as well as other areas affected by the ALRT stations.

The staff for this Sector will be located in a site office in Mt. Pleasant. This office will house a minimum of six staff, with the possibility of other Planning or Engineering staff utilizing space on a part-time basis.

The Mt. Pleasant portion of the program was approved on August 25 and the remainder of staff approved December 8 as part of the Planning and Engineering Departments' program and staff requirements for ALRT. Hiring staff and developing an integrated work program will take priority in the first quarter of the year. Resolution of some of the issues that have been identified will begin to be resolved toward the end of 1982.

Non-Sector Items

The above 1982 program provides little flexibility to handle other work items. The major non-Sector work item will entail a thorough review of the NIP experience in Vancouver including the spectrum of community improvements, effects on the quality of local government and the benefits and costs of NIP. It should be noted that the 1982 program does not provide for any major work on the issue of secondary suites. Depending on housing policy and densification work being done by Overall Planning, a task force may be needed to review this controversial issue.

Residential Rehabilitation Assistance Program

For 1982, the RRAP Group will continue to deliver the RRAP program in existing designated areas and under current special program provisions (Special Care and Handicapped).

The Downtown Housing Implementation Program (DHIC) will continue, in co-operation with the Departments of Permits and Licenses and Social Planning. This work will include making initial contact with rooming house and hotel owners and operators, undertaking inspections, and providing advice on and processing applications for RRAP assistance.

In addition, staff will continue to improve promotional materials and techniques, review RRAP policies and procedures in co-operation with other Municipalities, CMHC and CAHRO, and to promote a greater participation and awareness of RRAP among contractors.

RRAP staff may also participate in the proposed neighbourhood energy conservation project, initiate RRAP in newly designated areas, and resume the Departmental review of RRAP in co-operation with the Department of Permits and Licenses.

New work will include a review of each NIP/RRAP designated area to determine a realistic number of units likely to apply for RRAP assistance in the future. Based on this information, an anticipated new RRAP Area Designation, future RRAP staffing/structure requirements will be projected.

1982 PROGRAM

AREA PLANNING

CATEGORY	NUMBER	PROGRAMMED WORK ITEMS	EST COST
A — COMMITTED & OTHER IMPORTANT WORK WHICH CAN BE ACHIEVED WITH CURRENT RESOURCES		Sector I	
	80025	1. Prepare Part III of Grandview-Woodland Local Area Plan (Apartment Areas).	36,700
	80026	2. Implement Parts I and II of Grandview-Woodland Local Area Plan.	13,200
	80028	3. Implement Neighbourhood Improvement Projects in Grandview-Woodland.	9,900
	80032	4. Implement Neighbourhood Improvement Projects in Kiwassa.	6,900
	80033	5. Implement Neighbourhood Improvement Projects in Downtown Eastside (DTES).	8,400
	80174	6. Undertake various planning projects in Strathcona.	10,200
	80177	7. Implement Local Area Plan for DTES (including zoning).	20,000
	81160	8. Monitor and provide liaison on NHB Port Development Plan.	2,700
	81161	9. Review development permit and rezoning applications.	5,100
		Sector II — SUBTOTAL	113,100
	80029	10. Implement Neighbourhood Improvement Program Projects in Riley Park.	5,000
	80031	11. Implement Neighbourhood Improvement Program Projects in Kensington.	5,000
	80046	12. Plan and implement projects in Champlain Heights.	15,000
	80047	13. Prepare a plan for South West Marine Lands West Precinct (Residential Development).	21,500
	81162	14. Prepare a plan for Housing Sites 19 and 4, 5, and 6, Champlain Heights.	14,700
	81163	15. Plan and implement projects in Fraserview Industrial Area.	12,200
	81161	16. Review development permit and rezoning applications.	2,500
		Sector III — SUBTOTAL	75,900
	80023	17. Prepare Local Area Plan for Hastings-Sunrise.	42,900
	80175	18. Monitor Freeway-Cassiar/Second Narrows Bridge Connection Study and recommend appropriate action.	16,600

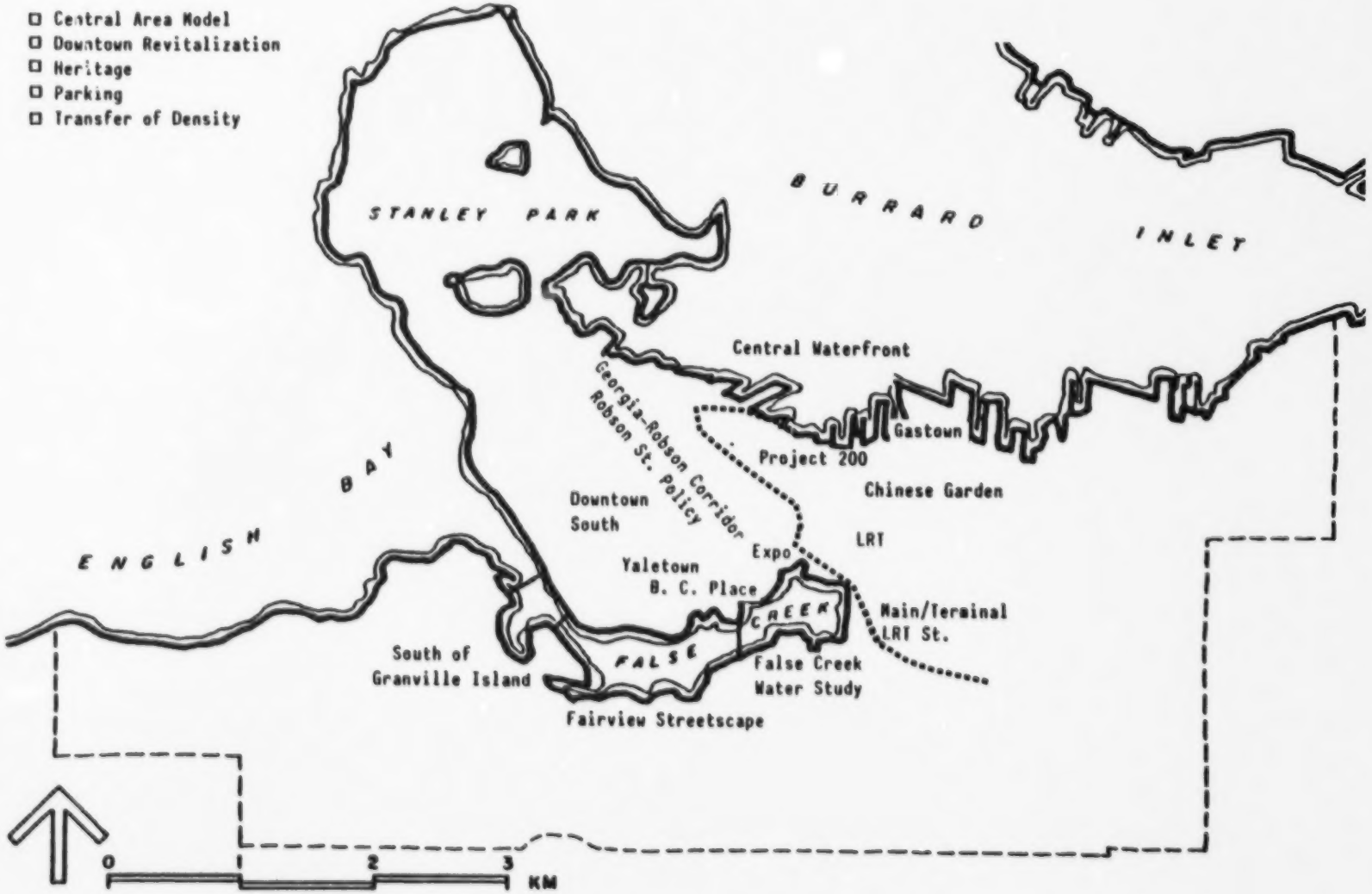
CATEGORY	NUMBER	PROGRAMMED WORK ITEMS	EST COST
A — COMMITTED & OTHER IMPORTANT WORK WHICH CAN BE ACHIEVED WITH CURRENT RESOURCES	80176	19. Complete plan for City owned land at 5th and Renfrew and 7th and Kaslo and implement (including zoning).	18,200
	81164	20. Initiate planning study of Exhibition Park.	25,700
	81165	21. Review resident parking permit system.	19,000
	81166	22. Study backyard pay parking issue.	19,000
	81005	23. Assess alternatives for City lands north of PNE, south of New Brighton Park.	8,700
	81167	24. Assess remedial traffic measures in Vancouver Heights area and recommend appropriate action.	7,000
	81161	25. Review development permit and rezoning applications.	6,800
		Sector IV — SUBTOTAL	163,900
	80036	26. Undertake various planning projects in Kitsilano.	6,900
	81168	27. Undertake a study of conversion areas (general).	46,000
	81169	28. Review RT-2A District Schedule.	36,600
	81170	29. Undertake RT-2, RS-2 area studies.	3,700
	81171	30. Monitor and provide liaison on VGH/ Government Precinct Development.	12,300
	81161	31. Review development permit and rezoning applications.	1,000
		Sector V — SUBTOTAL	106,500
	80050	32. Prepare recommendations on enquiries from Property Endowment Fund Board.	19,200
	80039	33. Implement the Marpole Local Area Plan.	14,000
	80040	34. Initiate other planning projects in Marpole.	7,000
	80168	35. Implement the Shaughnessy Local Area Plan.	16,200
	80044	36. Undertake planning projects in Southlands.	21,900
	80063	37. Undertake other planning projects in Shaughnessy.	5,500
	80059	38. Prepare a plan for the City owned lands on Marine between Ash and Lord.	8,700

1982 PROGRAM continued

CATEGORY	NUMBER	PROGRAMMED WORK ITEMS		EST COST
A COMMITTED & OTHER IMPORTANT WORK WHICH CAN BE ACHIEVED WITH CURRENT RESOURCES		39. Monitor and provide liaison on Justice Institute development.		8,900
		40. Review development permit and rezoning applications.		6,300
		Sector VI	SUBTOTAL	107,700
	80041	41. Implement Local Neighbourhood Improvement Programs in Mt. Pleasant.		5,100
	82022	42. Prepare Local Area Plan for Mt. Pleasant.		88,400
	82023	43. Prepare ALRT Station Area Plans. (Includes $50,000 consultant fees)		126,200
	82024	44. Initiate projects in Kingsway East area.		42,800
	81161	45. Review development permit and rezoning applications.		13,200
		45A. ALRT Policy.		36,900
	82025	46. Overall liaison on ALRT. plus $34,000 (Urban Designer III) $16,000 (CT II) (These positions not assigned area planning work program items)		62,400
			SUBTOTAL	375,000
		Non-Sector Work		4,100
	82026	47. Review NIP.		
	82027	48. Prepare a policy on development of narrow lots.		2,400
	10006	49. Answer general information enquiries from groups and individuals (not pertaining to any specific work program item).		1,600
		RRAP	SUBTOTAL	8,100
	80065	50. Promote and deliver the Residential Rehabilitation Assistance Program.		19,100
	80064	51. Review Residential Rehabilitation Assistance Program; monitor program results; assist program design and procedures; recommend improvements as required.		19,100
	80170	52. Survey housing conditions and prepare recommendations to Council on areas for future designation.		19,100
	82028	53. Implement Downtown Housing Program.		17,500
			SUBTOTAL	74,800
	10004	54. Administration.		48,800
			TOTAL	1,072,800

CATEGORY	NUMBER	PROGRAMMED WORK ITEMS	EST COST
B SECOND PRIORITY IMPORTANT & DESIRABLE WORK WHICH CANNOT BE ACHIEVED WITH CURRENT RESOURCES	80171	55. Complete study for a major, food outlet in Hastings-Sunrise.	4,000
	82029	56. Initiate a Local Area Planning Program in Southlands.	34,000
	82030	57. Assess the illegal suites issue and recommend appropriate action.	82,000
	82031	58. Develop densification policies for some residential communities including RS-1 areas.	52,000
	82032	59. Review of RS-1 regulations (Subdivision and Zoning By-laws).	50,000
	82033	60. Review of C-2, C-1 Commercial regulations.	52,000
	80096	61. Harbour Plan and Waterfront.	18,000
	82034	62. Turner-Ferndale double-fronting lots.	10,000
	82035	63. Baywindows feasibility.	10,000
		TOTAL	312,000

Figure 9: Central Area Planning Program 1982



6.3 Central Area Planning

The Central Area Division will continue its focus on area planning policy work (such as B.C. Place) and some general Central Area studies (such as the Central Area Parking Study). Wherever possible, work on specific development projects will be in the form of contextual policy advice to Zoning Division staff. Larger projects, such as Project 200, are likely to require the full attention of Central Area staff. At the more generalized level, closer working links will be established with the Coreplan Group to ensure that area planning policies and long range policies for the core as a whole are compatible.

The details of the program are presented under six headings:

B.C. Place Sector

Work on B. C. Place policies, begun in 1981, must be carried forward to completion early in 1982. In addition, work on articulating and refining these general statements into a physical plan must begin in earnest. Planning for Transpo, particularly impacts and legacies, must also begin in 1982 and be related to B. C. Place planning work.

All of this work involves complex multi-department, multi-agency, multi-government negotiation as well as technical planning analysis. A commitment to public involvement in this planning process requires further resources. Resources are being diverted from elsewhere in the Division to deal with these high priority items. There will be a continued heavy commitment of time from the Associate Director, together with a Planner III, one Planner II and a third of the time of a second Planner II, a Planner I and three-quarters of the time of a Planning Assistant II allocated to this area. Even so, consultant assistance will likely be required to maintain all aspects of the work program on the schedule required by the outside agencies involved.

West and South Sector

This sector comprises the areas of the West End, Downtown, Downtown South, Yaletown, False Creek South, Granville Island and South of Granville Island, Fairview Slopes and Central Broadway.

The main elements of the work program are the urban design studies under way for the Georgia/ Robson Corridor, Downtown South and South of Granville Island areas. The work of the consultants must be directed and co-ordinated and their findings carried forward to actions by Council, whether these be revised zoning and design guidelines or more "concrete" public improvements.

Throughout this sector, there is very heavy development pressure and considerable time has been spent in the past and can be expected to be required in future on providing advice on specific projects and dealing with public enquiries.

The Robson Street Study should be brought to a conclusion early in 1982, and the Mini-Parks

Project in the West End should be implemented in the spring.

A review of Central Broadway is required but internal resources are not available for this work in 1982.

The service to the West End community is now essentially a minimum monitoring/public information function, with contextual advice being provided on certain specific development projects. There has been some feeling in the community that a more extensive service is required. At this time, a full area planning program is not recommended, though some intensification of the public information service already provided, is planned for 1982.

In Yaletown, work is progressing towards an area plan scheduled to be brought forward for discussion in the spring and approval in the summer. The parking and loading problems of the area require special and urgent attention. The expiry of the Planning Analyst position previously allocated to this area means that this work must now be incorporated into the Downtown/West End planner's workload.

The present staff allocation of a Planner III, Planner II, Planner I and Planning Assistant III is a slight reduction from previous years but should be adequate to maintain the above program with suitable assistance from consultants and other parts of the Department, such as the Urban Design Group and Graphics Group, at appropriate times.

The Waterfront

Two of the major projects in the Central Waterfront, the Pier B-C development and the Marathon Uplands development, have been suspended. There is the need and opportunity to take another look at the problems to be overcome and the potentialities to be exploited in attempting to develop the Central Waterfront.

Project 200 is active again and could develop into a major Area Development Plan exercise.

At the west end of the waterfront, there is development activity in the form of a possible significant rezoning application for the Bayshore site, and renewed interest in an Indian Village on Harbour Park. Both appear to be positive responses to the opportunities in the area and are worth spending time on to encourage and assist their development.

Along the waterfront in general, with the rail lines/dangerous cargoes issue presenting a major obstacle to redevelopment, a need is seen to make the best of what can be obtained in the way of public access and amenity on the waterfront. This should be an ongoing negotiating/planning/designing activity.

Despite these pressures, and opportunities, the Central Waterfront has been identified as the area where, without further resources being added to the Department, a radical cutback in commitment must be made to enable work to proceed in other areas, particularly B. C. Place. Half a Planning Assistant II is allocated to

this area essentially as a holding operation. This is not a satisfactory situation and is vulnerable to external pressures, such as a rezoning application being filed. It is, however, what can be achieved with existing resources.

Historic Areas

The historic areas are Gastown and Chinatown. There is redevelopment interest in both areas which requires Central Area Division staff attention.

Work on local area management/business improvement organization schemes will continue in the Gastown context with potential application to other areas. In Chinatown, some work will be required in connection with the Chinese Cultural Centre and Garden. Additional street beautification may be investigated for Carrall Street. In both Gastown and Chinatown, assistance will continue to be provided to the important work of the Historic Area Committees.

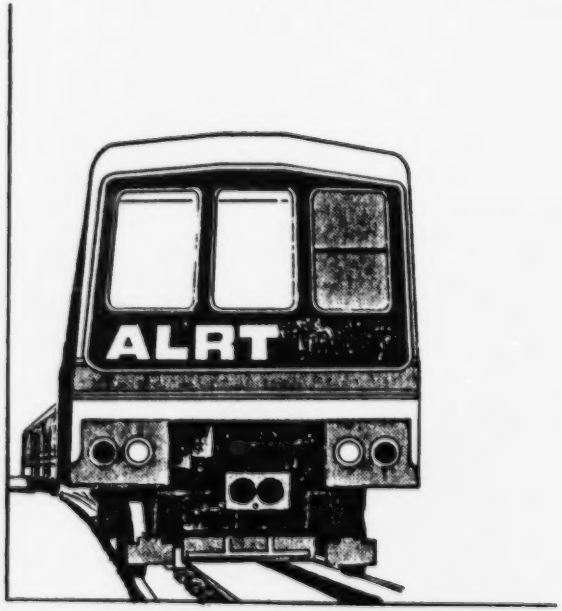
The allocation of one-third of a Planner II is a considerable reduction from previous years and will be stretched to maintain the program.

Broad Issues

The Central Area Parking Study, which was dislocated in the spring by the strike, was picked up again in late 1981. Work on reviewing Central Area parking policies including a pay-in-lieu- system, will be resumed in 1982 in co-operation with the City Engineer.

However other work priorities and available resources mean that only one-third of the time of a Planner II can be allocated to this task, so further delays in a comprehensive parking policy can be anticipated.

Transit in the Central Area will be an important issue in 1982. The LRT station work has been allocated to the appropriate area sectors, and must be accommodated by the staff in those sectors. One-quarter of a Planning Assistant II has been allocated for general assistance. Some urban design assistance is expected from elsewhere in the Department. If the transit program moves ahead, these resources will not be sufficient to do an adequate job. Consultant assistance is likely to be required.



The Heritage Planning Program will continue to be demanding in 1982 as, in addition to the usual heritage work pressures, the Heritage Committee's work on a longer range heritage strategy will require considerable input. The one-half Planning Analyst position allocated to Heritage Planning expires in mid-1982 and as a result, the planner who has been in this position has vacated it for a more permanent position. At this time, therefore, we are unable to continue a Heritage Planning service and cannot do so in future unless Council allocates specific resources to this task.

Transfer of Density has been studied under the auspices of the Daon Fellowship. On the basis of the work, a report will be prepared with recommendations for Council action in early 1982. No regular staff resources are available to undertake this task. The Associate Director will attempt to produce this report but competing demands may force some delay.

Information and Administration

Revisions to the divisional organizational structure improved the divisional system of dispensing information to the public, but further improvements are still needed. One position, key to the present system, expires in mid-1982 so further adjustment will be required. This is likely to be in the transfer of general public information responsibilities to the Planning Assistant III, West and South Sector, with corresponding reduction in that program.

The maintenance of a reasonably adequate administrative/clerical support system for the Division is dependent upon continued assistance from the Coreplan (Overall Planning Division) Secretary.

Conclusion

The Central Area Division faces a year that promises to be even busier, more exciting, more difficult, and more rewarding than 1981. While B. C. Place and the three special studies (Georgia/Robson, Downtown South, and South of Granville Island) are probably the highlights, extremely challenging and important work faces the staff in all parts of the Central Area. There are clearly pressures on staff resources to maintain this program, exacerbated by the termination of two temporary staff positions.

The Central Waterfront Program, the Heritage Program and the Central Broadway Review have been put into "B" priority and there are likely to be shortfalls in the Transit and Parking Study programs. Nonetheless, the corollary of being hard-pressed is that the staff will be pressing hard in pursuit of the opportunities presented by an extraordinarily stimulating work program.

1982 PROGRAM CENTRAL AREA PLANNING

CATEGORY	NUMBER	PROGRAMMED WORK ITEMS	EST COST
A — COMMITTED & OTHER IMPORTANT WORK WHICH CAN BE ACHIEVED WITH CURRENT RESOURCES	80021	1. B. C. Place Concept Plan.	124,900
	80075	2. East False Creek Concept Plan.	50,000
	82004	3. Expo Plan.	20,000
	82005	4. False Creek Water Body Study.	5,000
	82006	5. B. C. Place citizen participation process.	30,000
	81020	6. Georgia/Robson Corridor Design Guidelines.	100,000
	80067	7. Robson Street Policy Plan.	5,000
	80097	8. Central Area Model.	1,000
	80071	9. Mini-parks in the West End.	2,000
	80179	10. Downtown South Plan and Guidelines.	90,000
	80091	11. South of Granville Island Plan and Guidelines.	50,000
	80089	12. Fairview Development Plan Review.	5,000
	80090	13. Fairview Streetscape Improvement Project.	25,000
	80098	14. Gastown HAPC.	8,000
	80085	15. Chinatown HAPC.	8,000
	80086	16. Chinese Garden Project.	4,000
	80095	17. Yaletown Plan.	25,000
	80072	18. Downtown Revitalization Program.	2,000
	80093	19. Central Area Parking: Pay-in-Lieu Policy.	25,000
	80073	20. Transfer of Density Policy.	15,000
	82007	21. Economics of Amenity Program.	1,000
	82008	22. LRT Planning.	10,000
	82009	23. Main/Terminal Station Planning.	3,000
	82010	24. B. C. Place Station Planning.	3,000
	82011	25. Granville Street Station Planning.	3,000
	82012	26. Burrard Street Station Planning.	3,000
	82013	27. Waterfront Station Planning.	3,000
	10006	28. Public Information Services.	50,000
		TOTAL	670,900

CATEGORY	NUMBER	PROGRAMMED WORK ITEMS	EST COST
B — SECOND PRIORITY IMPORTANT & DESIRABLE WORK WHICH CANNOT BE ACHIEVED WITH CURRENT RESOURCES	82017	29. Review of Central Broadway Policies.	50,000
	80074	30. Parksite 19.	10,000
	80079	31. Pier B-C.	
	80159	32. Marathon Uplands.	20,000
	80080	33. Project 200.	20,000
	81124	34. Bayshore Inn.	15,000
	80096	35. Harbour Park.	10,000
	81122	36. Central Waterfront Improvements.	20,000
	80092	37. Heritage Planning.	40,000
	80175	38. Central Area Parking Standards Review.	50,000
	80081	39. Review Central Waterfront Area 1.	30,000
	80150	40. False Creek Area 5 - Industrial Study.	50,000
	80077	41. False Creek Retrospect.	15,000
	80134	42. Housing on Burrard Waterfront Study.	25,000
	80009	43. West End Area Planning Services.	40,000
	82014	44. Residential Bonusing System.	35,000
	82015	45. Central Area Public Spaces Study.	50,000
	82016	46. Central Area Retail Study.	30,000
	82018	47. Granville Street Improvement.	30,000
	82019	48. Area Improvement Districts/Management Programs.	10,000
		TOTAL	570,000

1982 PROGRAM

CATEGORY	NUMBER	UNPROGRAMMED WORK ITEMS	EST COST
B SECOND PRIORITY IMPORTANT & DESIRABLE WORK WHICH CANNOT BE ACHIEVED WITH CURRENT RESOURCES		28. Participate in review of parking and loading standards for possible By-law amendments.	40,000
		29. Identify and implement new public information initiatives.	10,000
		30. Update commercial/retail policies and revise commercial zoning schedules.	200,000
		31. Prepare for second priority rapid transit line.	50,000
		32. Analyze and prepare for effects of economic recession on Vancouver economic base and development activity.	25,000
		33. Absorb information resources inherited from possible closing of GVRD Planning Department.	30,000
		34. Initiate extensive consultation program on residential density.	150,000
		35. Undertake full range of work initiatives identified in Interim Coreplan.	200,000
		36. Develop general procedure for benefit/cost analysis of major projects.	40,000
		TOTAL	745,000

CATEGORY	NUMBER	PROGRAMMED WORK ITEMS	EST COST
		TOTAL	

6.4 Zoning

The principal responsibility and work of the Division will continue to consist of committed tasks which include:

- Assisting and dealing with the public regarding enquiries related to the Zoning and Subdivision By-laws, Strata-Title Regulations and related procedures.

- Processing applications to develop, rezone, subdivide and strata title property in the city and applications to amend the text of the Zoning and Development By-law.

- Administering the Board of Variance appeal procedure related to the Zoning and Development By-law and decisions of the Director of Planning and Development Permit Board.

- Initiating and assisting other Divisions in the development of policies and related amendments to the Zoning and Development By-law.

- Reviewing and improving all application processes and procedures; preparing and updating permit process guides and staff procedure manuals; conducting rebriefing sessions on all policy implementation matters; reviewing the broad policy and regulatory framework to ensure a consistently high standard of form, content, clarity and conciseness; and updating, consolidation and reprinting by-laws and guidelines as necessary.

- Preparing information and status reports to Council and its Committees respecting all zoning, subdivision, strata title and development applications before the City.

The processing of applications, handled primarily by the Zoning Division, but with strong support from the other Divisions, is vital to the successful implementation of planning policies as adopted by Council.

Commensurate with possible reductions in the level of development activity in 1982, a variety of long-standing and continuing obligations will be addressed.

Efforts will be expended in 1982 to meet the unfulfilled commitment of 1981 to conclude work on a new layman's reference guide to development control which will outline all review and approval processes, including procedures, submission requirements and information and assistance to applicants for development permits, rezoning, subdivision, strata titling and appeals to the Board of Variance. Staff rebriefing sessions on the City's discretionary controls initiated in late 1980 will be continued in 1982 and perhaps modified and extended to the Development Permit Board and Advisory Panel, Urban Design Panel and Board of Variance.

Development controls, including By-law provisions, policies and guidelines, will be comprehensively reviewed, clarified and refined. Monitoring of the review and approval process through the new computerized development permit management information system may be initiated during 1982 as a benefit to both applicants and staff and the microfilming program will get underway in earnest. Finally, the Board of Variance and Urban Design Panel will be reviewed in terms of their powers and responsibilities, role in the process, workload and record of decision making. Work will be finalized on design guidelines for multiple conversion dwellings and view protection controls, while a start is planned on the long overdue partial review of the Sign By-law in co-operation with the Department of Permits and Licenses. Finally, work will be initiated on new industrial zoning district schedules, based on the extensive work already carried out by the Overall Planning Division.

Related administrative work will include finalization of work on revised zoning fees, review of development permit fees and the holding of a strata title workshop, while the second and more comprhensive annual review of Development Permit Board activity will be undertaken. Finally, the pending new Provincial Land Use Act may call for close liaison with the Ministry of Municipal Affairs, particularly with respect to the new responsibility of the Approving Officer for compiling procedure manuals on the development review process for public information.

In addition to the first priority work program, numerous additional work items, some of which have been identified by Council in 1981 and previous years, but have not been undertaken for lack of staff resources, are listed together with cost estimates. Considering that the basic ongoing responsibilities of the Division enumerated above account for some 90 per cent of the budget for salaries and fringe benefits, little scope remains to undertake additional work. Certain "A" and "B" priority jobs are possibly interchangeable, yet owing to the incomplete "A" priority carry-over projects from 1980, there appears little scope for undertaking "B" priority work. Additional special assignments, unless unforeseen and of overriding priority, such that they may be substituted for "A" priority work, may only result in sustained or new backlogs in application processing activities.

The efficient administration of permit processing requires a fairly even workload, a stable and efficient staff, and a development control system which does not place extraordinary demands upon staff or applicants. It also requires the deferment of unprogrammed work items for which resources are clearly unavailable.

The bolstering and improved organization of staff resources in 1980 and 1981, combined with continuing improved operating procedures, will enhance the whole permit review and approval process and is expected to mitigate many of the frustrations and delays of the past.

1982 PROGRAM

ZONING

CATEGORY	NUMBER	PROGRAMMED WORK ITEMS	EST COST
		WORK PROGRAM ITEMS - "A" PRIORITY	
A COMMITTED & OTHER IMPORTANT WORK WHICH CAN BE ACHIEVED WITH CURRENT RESOURCES	80099	1. Assist and deal with the public regarding enquiries related to the Zoning and Subdivision By-laws, strata title regulations and related procedures.	71,200
	80113	2. Process applications to rezone property.	82,200
	80104	3. Initiate and assist in the development of amendments to the Zoning By-law.	7,000
	80113	4. Perform miscellaneous zoning and development control work not elsewhere classified.	1,700
	80100	5. Process applications to subdivide property.	44,500
	80105	6. Initiate and assist in the development of amendments to the Subdivision By-law.	600
	80101	7. Process applications to strata title property.	30,500
	80132	8. Prepare and conduct a strata title workshop.	1,200
	80113	9. Process applications to develop property.	554,100
	80102	10. Process applications for sign permits.	7,200
	80103	11. Process appeals before the Board of Variance.	54,500
	80107	12. Consolidate by-law amendments and reprint by-laws.	2,000
	80108	13. Prepare information and status reports on zoning and development control.	22,200
	80163	14. Publish annual review of Development Permit Board activity.	1,500
	80160	15. Prepare and conduct re-briefing sessions on by-laws, guidelines and development permit processes for Planning and Permits and Licenses staff, Urban Design Panel, Development Permit Board and Board of Variance.	5,600
	80003	16. Review and rationalize all land use and development controls.	26,100
	80111	17. Prepare and publish a comprehensive layman's permit process guide and staff procedure manual regarding all aspects of permit review and approval process.	16,500
	80114	18. Revise zoning fees.	1,100
	80115	19. Review development permit fees (annual).	2,100
	80162	20. Finalize and process draft guidelines for multiple conversion dwellings.	2,100
	82036	21. Assist and liaise with Overall Planning Division in preparation of revised industrial zoning district schedules.	7,100
	80112	22. Undertake partial review of Sign By-law.	15,200
	80116	23. Devise and implement view protection regulations and review procedures for single-family residential areas.	2,000
	82037	24. Participate in preparation of development permit management information system.	6,500
	80161	25. Initiate program to microfilm development permit applications, development permits and appeals records.	3,900
	80146	26. Report on proposed zoning district schedule for "public" uses.	3,100
	80117	27. Review the operation, by-law and enabling legislation for the Board of Variance.	1,100
	80120	28. Review the operation, by-law and enabling legislation for the Urban Design Panel.	1,100
	81155	29. Monitor and comply with new responsibilities under new Provincial Land Use Act (not pertaining to any other specific work program item (cf. item 17)).	1,100
	10006	30. Answer information enquiries from groups and individuals (not pertaining to any specific work program item).	24,100
		TOTAL	999,100

1982 PROGRAM continued

CATEGORY	NUMBER	PROGRAMMED WORK ITEMS	EST COST
B SECOND PRIORITY IMPORTANT & DESIRABLE WORK WHICH CANNOT BE ACHIEVED WITH CURRENT RESOURCES	82038	31. Review and rationalize anomalies of Schedule D to Zoning By-law (Zoning District Plan).	4,200
	82039	32. Review Zoning By-law standards for permitting horses on Southlands.	900
	82040	33. Study of potential development sites with site area or zoning peculiarities.	2,100
	82041	34. Review of all comprehensive development zoning districts (CD-1's).	4,200
	82042	35. (a) Re-evaluate policy regarding street and lane dedications as conditions of subdivision, rezoning and development permit control.	900
	82043	35. (b) Review policy regarding density calculations with regard to street and lane dedications.	900
	82044	36. Report on advantages and disadvantages of requiring additional information to accompany rezoning applications.	1,000
	82045	37. Improve basic principles and policies for responding to enquiries and rezoning applications for sites along major streets.	1,300
	82046	38. Review and initiate amendments to ensure Zoning By-law compliance with the national Building Code and compatibility with requirements of the Condominium Act.	1,000
	82047	39. Review general bonus provisions and guidelines for low and moderate-income housing and energy conservation facilities for potential application in various zoning districts.	1,400
	82048	40. Review requirements for storage, locker and amenity facilities for apartment buildings with regard to livability and density calculations.	400
	82049	41. Study of Commercial District Schedules regarding uses, scale and form of development.	3,500
		TOTAL	21,800

CATEGORY	NUMBER	PROGRAMMED WORK ITEMS	EST COST
		TOTAL	

6.5 Urban Design

The goal of the Group in 1982 is to increase the overall effectiveness of the Group to function as a cohesive unit in providing relevant Urban Design service through the Planning Department and the City. To achieve this, it is intended that the current primarily reactive service oriented functions will be expanded to include significant co-ordinative and initiative roles. The proposed 1982 work program as detailed in the accompanying charts will be structured around the following three major directions:

Urban Design Service

This will primarily include providing professional service to the City Council appointed Urban Design Panel and miscellaneous Urban Design advice to the Director of Planning and all Divisions of the Department. In 1982, the Group will assist the Design Panel in undertaking a major procedural review in order to improve the helpfulness of the Panel's design advice. Another objective is to increase the effectiveness of the Group in providing Urban Design advice to all the Divisions, including major Urban Design input to the ALRT planning process. An additional position of Planner II approved by Council in 1981 and hopefully to be appointed in early 1982 will become part of the Urban Design Group.

Urban Design Co-ordination

This will include the co-ordination of all major Urban Design in the Department, particularly with respect to design consultants' work. It is intended that the Group will be actively involved in all critical phases of major consultant work including identifying needs, preparing terms of reference, consultant selection, design input and final review of completed work. The purpose is to ensure that work done by consultants will be relevant and useful to the Department.

In the first half of 1982, the Senior Urban Designer will be actively involved with the three major Urban Design consultant studies in the Central Area Division: the Georgia-Robson Corridor Study; the South Downtown Study, and the South of Granville Island Study.

Urban Design Development

This will include the development of a comprehensive Urban Design policy framework based on the existing Urban Design policies and guidelines in the City. The initial stage of this work will involve the review, analysis and evaluation of existing design policies and guidelines and checking their relevancy and effectiveness. The subsequent step will include the development of an effective framework within which clear-cut and consistent Urban Design policies and guidelines can be developed and development of a set of concise overall Urban Design principles for the City. This Urban Design development work is very important as it will provide more effective guidance to City staff and the public with respect to the Urban Design objectives of the City. It is expected that this work would begin in early 1982 but the primary intense focus will be in the second half of the year due to the current anticipated heavy demand for the Urban Design Group's service in the first half of the year.

1982 PROGRAM

URBAN DESIGN

CATEGORY	NUMBER	PROGRAMMED WORK ITEMS	EST COST
		URBAN DESIGN SERVICE	
A	80015	1. Service the urban Design Panel (includes meetings, preparations, enquiries and negotiations).	20,000
COMMITTED & OTHER IMPORTANT WORK WHICH CAN BE ACHIEVED WITH CURRENT RESOURCES	80182	2. Represent Director of Planning on Urban Design Panel.	4,500
	80182	3. Provide miscellaneous Urban Design advice (does not include urban design advice for items listed elsewhere in this work program).	48,500
	82050	*4. Urban Design input to the ALRT planning.	*5,000
	82051	5. Urban Design input to the PNE planning process.	3,600
		URBAN DESIGN CO-ORDINATION	
	81020	6. Georgia/Robson Corridor Urban Design Study.	9,000
	80179	7. Downtown South Urban Design Study.	5,500
	80091	8. South of Granville Island Urban Design Study.	5,000
	82052	9. Firehall 22 Consultant Study.	3,000
	82053	10. 5th and Renfrew consultant Study.	3,000
		URBAN DESIGN DEVELOPMENT	
	81136	11. Urban Design policy framework and overall principles development-	20,000
	82054	12. Yaletown Character Area design guideline.	4,200
		TOTAL	147,300

*Urban Design budget for ALRT input included in Area Planning budget

CATEGORY	NUMBER	PROGRAMMED WORK ITEMS	EST COST
		URBAN DESIGN CO-ORDINATION	
B	82055	13. Western Waterfront Urban Design Study.	6,000
	82056	14. Burrard Corridor Urban Design Study.	6,000
SECOND PRIORITY IMPORTANT & DESIRABLE WORK WHICH CANNOT BE ACHIEVED WITH CURRENT RESOURCES	82057	15. Central Broadway Urban Design Study.	7,000
		URBAN DESIGN DEVELOPMENT	
	82058	16. Densification RS-1 Areas.*	-
	82059	17. Housing on Major Streets.*	-
	82060	18. Nelson park/Parkside 19.*	-
		TOTAL	19,000

*Scope of these studies unknown at this time. Dependent upon hiring of required consultants and co-ordination with other Divisions.

6.6 Services

The Division will continue in 1982 to provide support services to the Department in the areas of Administration, Staff Services, and Graphics. It is anticipated that the vacant position of Assistant Director, reclassified to Manager of Administrative Services, will be filled early in the year.

STAFF SERVICES

Under the guidance of the Administrative Officer, this Group will continue to provide support services to the Department in the area of general administration including operating budget preparation, monitoring and control; purchasing; personnel records control; space and furniture allocation; switchboard and telephone system control; central reception services; sale of maps, by-laws and reports; pool typing; vacation relief and assistance to Divisional Secretaries; provision of a Clerk to the Development Permit Board and back-up relief for that position; secretarial services for the Vancouver City Planning Commission, maintenance of the general filing system; inventory control; office supply control, payment of invoices; accounting; records management; and co-ordination of travel, in-house and external training records.

Maintenance and development of the Work Program Scheduling and Information System will continue in 1982. The focus of this work will be on the delivery of useful, relevant information on job scheduling, costs, and resource allocation. Data thus generated will provide a useful management tool and more accurate inputs to work program status reports, the Annual and Semi-Annual Reviews.

The acquisition of word processing equipment is again a high priority for the Staff Services Group. The appointment of a City Hall Co-ordinator of word processing systems in the Computer Services Division of the Finance Department is viewed as an encouraging note.

GRAPHICS

In 1982, the Graphics Group will continue to provide graphic design and drafting services for the Department, represent the Department in metric conversion matters, and initiate various programs to increase quality and quantity of material produced by introducing new and innovative techniques. The Group will also continue to monitor and control budgets for the graphic operation and provide an information and sales service of maps to the public.

In addition, the following special projects will be continued or initiated in 1982:

Computerization of Maps

A significant increase of time allocation will be required in 1982 in order to input Departmental map base information on a test area of the city. It is also hoped that more training sessions for Graphics staff will take place in 1982.

Assist Other Agencies

The Group will continue to assist other departments, boards and agencies in graphics consultation and production. The level of service is expected to increase slightly in 1982.

1982 PROGRAM

SERVICES

CATEGORY	NUMBER	PROGRAMMED WORK ITEMS	EST COST
		STAFF SERVICES	
A	10004	1. General office administration including supplies, services, furniture, etc.	452,400
COMMITTED & OTHER IMPORTANT WORK WHICH CAN BE ACHIEVED WITH CURRENT RESOURCES	80126	2. Provide secretarial services for the Vancouver City Planning Commission.	30,000
	82061	3. Provide clerical services for the Development Permit Board.	10,000
	80127	4. Maintain and develop Work program information System.	
	80139	5. Complete and publish 1981/82 Annual Review.	8,000
	82062	6. Prepare and publish 1982 Semi-Annual Review.	5,000
	80142	7. Prepare and monitor Operating Budget.	12,000
		SUBTOTAL	517,400

CATEGORY	NUMBER	PROGRAMMED WORK ITEMS	EST COST
		GRAPHIC SERVICES	
A	Various	1. General Graphics Services	131,800
COMMITTED & OTHER IMPORTANT WORK WHICH CAN BE ACHIEVED WITH CURRENT RESOURCES	80001	2. Map sales and information service to public	13,000
	80003	3. Computerization of maps	3,000
	80122	4. Metric conversion of Departmental maps and by-laws	2,000
	80124	5. Map printing and information service to Department	13,000
	80125	6. Provide graphic consultant advice to other departments	7,500
	80149	7. Photographic and slide file service	6,500
	80151	8. Prepare and update base maps	8,000
	80156	9. Provide graphic supplies and information service to Department	10,500
	80181	10. Update and produce coloured land-use map	8,500
		SUBTOTAL	203,800
		TOTAL	721,200

APPENDICES

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A: Responsibilities of Director of Planning

Under the provisions of the Vancouver Charter, City Council has established the position of Director of Planning with a variety of responsibilities concerned with planning for and controlling the proper development of the city.

The Director of Planning is also the Approving Officer for the subdivision of land within the city and is responsible for administering the SUBDIVISION BY-LAW.

The Director of Planning is responsible for administering the ZONING AND DEVELOPMENT BY-LAW and for special approvals under the SIGN BY-LAW.

Through its ZONING AND DEVELOPMENT BY-LAW, the City regulates land use, buildings and the spaces between them. Regulations cover densities of floor space and population and building location, form and design.

The Director of Planning, or his representative, is Chairman of:

- The Development Permit Board and Advisory Panel;
- The Street Naming Committee;
- The Development Permit Staff Committee; and is a member of:
- The Urban Design Panel;
- The GVRD Technical Planning Committee;
- The Manager's Advisory Committee;
- The Downtown Housing Implementation Committee.

The Director of Planning provides a variety of services to the groups noted above and to the Board of Variance, the Vancouver City Planning Commission and the Heritage Advisory Committee.

B: Functional Areas of Work

Over a period of years, the following functions have been identified as major areas of activity into which all the jobs in the Department fall:

- Development Understanding of the City;
- Prepare Plans for the Whole City;
- Prepare Plans for Areas of the City;
- Design Projects, Programs and Development Control Techniques;
- Implement Specific Projects;
- Control Development Through the Administration of By-laws;
- Assist Outside Boards, Commissions and Other Departments and Levels of Government;
- Manage Internal Resources.

C: Priority Criteria

Many of the potential work program items for the Planning Department are important, yet we typically find it necessary to reduce the items we plan to do in order to match the available resources. It is desirable to check the list of potential items against a list of criteria to test whether they should be given priority or not. The following were used in the development of the 1981 work program:

1. Meets Livability Needs

Will the work on this item help us improve the livability of the city?

2. Affordability

Can we afford to do it--or not do it?

3. Relevancy to Departmental Goals

How relevant is the item to our goals?

4. Capacity to Influence Situation

Is the concern beyond the Department's ability to influence the situation?

5. Impact/Results

What impact can the Department have on the issue? Will there be measurable results?

6. Commitment

Is there an obligation to Council or others through a previous work program? Has time already been invested toward an outcome that is forthcoming in the near future?

7. Urgency

Has someone requested an immediate response? Does the item reflect a lost opportunity if action is not taken?

8. Interconnectedness

Will the work result in useful input to other decisions? Does the item require prior actions or information before it can be undertaken?

9. Manageability

Can appropriate staff be made available to undertake the work?

10. Balance

Are we ensuring a balance between getting information, sharing information, forming ideas, making decisions, implementing and monitoring results?

D: Vancouver City Planning Department — Organization and Staff

DIRECTORS OFFICE

DIRECTOR OF PLANNING
R. SPAXMAN
CST IV J. Noren

OVERALL PLANNING

ASSOCIATE DIRECTOR
T. DROETTBOOM
CST III J. Tylor

POLICY & INFORMATION GROUP

HP	A. McAfee
P II	P. Johnston
P I	L. Tennant
P I	P. Raynor
PA III	R. Gates
PA II	C. Cuthbert
PA I	V. Ammond

CORE PLAN GROUP

P III	Vacant
P I	Vacant
(T)P II	P. Mondor
(T)PA III	Vacant
(T)CST II	J. Leung

	Perm	Temp	TOT
Planners	7	1	8
Technical	3	1	4
Administrative	1	1	2
TOTAL	11	3	14

AREA PLANNING

ASSOCIATE DIRECTOR
R. YOUNGBERG
CST III (CTP) K. Mosley

IN-HOUSE GROUP

P III	J. Winsor
P III	L. Beasley
P II	J. Hlavach
(T)P II	Vacant
P I	P. Wotherspoon
PAN	T. Phipps
PA III	W. Soon
PA II	J. Leithead

HASTINGS-SUNRISE LAP

P II	D. Thomsett
(T)PA III	P. Chapman
(T)CTP II	P. Wohl

MT. PLEASANT LAP

(T)P II	C. Rowland
(T)PA III	L. Challis
(T)CTP II	G. Harker

GRANDVIEW-WOODLAND

P II	R. Howard
(T)PA II	K. Huhtala
(T)CTP II	C. Rouleau

RRAP

ADM	G. Mervyn
C IV	D. Seager
ADV II	P. Teichroeb
ADV	A. Burch
(T)ADV	T. Einarson
(T)ADV	H. Young
(T)ADV	Vacant
(T)ADV	Vacant
(T)PROM	J. Cottier
(T)PROM	M. Lytton
(T)PROM	A. Young
(T)CTP II(½)	J. Martin
(T)CTP II	T. Lundy

ALRT

P III	Vacant
P II	Vacant
P I	Vacant
PA III	Vacant

	Perm	Temp	TOT
Planners	11	2	13
Technical	5	7	12
Administrative	3	7.5	10.5
TOTAL	19	16.5	35.5

CENTRAL AREA

ASSOCIATE DIRECTOR
J. CARLINE
CST III D. Clark

CENTRAL AREA

P III	J. Coates
P III	D. Cornejo
P II	E. Crickmore
P II	J. Gill-Ellis
P II	M. Kemble
P I	A. Surawski
P I	T. Nonay
(T)PAN	Vacant
PA III	K. Holm
PA II	B. McAlee
(T)PA II	K. Martin

	Perm	Temp	TOT
Planners	8	1	9
Technical	2	1	3
Administrative	1	-	1
TOTAL	11	2	13

ZONING

ASSOCIATE DIRECTOR
D. McDONALD
SEC K. Warren

ZONING & SUBDIVISION GROUP

P II	R. Scobie
P I	(PAN) D. Whiting
P I	L. Cheng
PCT III	L. Gell
SCT	J. Baxter
ASCT	A. Higginson
CST II	Vacant

DEVELOPMENT PERMIT GROUP

SUP	A. Floyd
PCT V	K. Thomson
PCT IV	M. Chee
PCT IV	S. Chan
PCT IV	I. Smith
PCT III	Vacant
PCT III	M. Kysela
PCT III	R. Michalowski
PCT III	L. Rippon
PCT II	D. Marshall
PCT II	M. Twynstra
(T)PA II	Vacant
CST III	E. Falconer
CTP II	G. Lee
(T)CTP II	Vacant

DEVELOPMENT PLANNERS

P II	J. Lohlo
P III	(P I) R. Whitlock

	Perm	Temp	TOT
Planners	6	-	6
Technical	15	1	16
Administrative	4	1	5
TOTAL	25	2	27

SERVICES

ASSISTANT DIRECTOR
Vacant
CST III M. Fitzgerald

STAFF SERVICES GROUP

AO	C. Dunnaway
C IV	Vacant
C IV	F. Combe
C II	L. Wong
C II	S. Leberer
CST II	K. Dunroe
CCTP	S. Luckhart
CTP II	N. Wagner
CTP II	Vacant
CTP II(½)	D. Lee

VANCOUVER CITY PLANNING COMMISSION

CST IV	E. Garland

GRAPHIC SERVICES GROUP

SUP	K. Bennett
PA III	R. Mullard
PA III	B. Stenhouse
PA III	G. Morrison
PA II	J. Atkin
PA II	N. Bailey
PA II	T. Kehler
C II	L. Hayashi

	Perm	Temp	TOT
Planners	1	-	1
Technical	7	1	8
Administrative	12.5	-	12.5
TOTAL	20.5	1	21.5

URBAN DESIGN

UD	H. Leung
P II	Vacant
P I	M. Vaughn
P I	(PAN) D. Campbell.

	Perm	Temp	TOT
Planners	4	-	4
Technical	-	-	-
Administrative	-	-	-
TOTAL	4	-	4

TOTAL PLANNING STAFF

	Perm	Temp	TOT
Planners	38	4	42
Technical	32	11	43
Administrative	22.5	9.5	32
TOTAL	92.5	24.5	117

E: CITY COUNCIL & THE COMMITTEES & BOARDS WITH WHICH THE PLANNING DEPARTMENT IS MOST FREQUENTLY INVOLVED